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## NEWS SUMMARY

### GENERAL

**Italians charged over kidnap**  
The owner of a printing shop in Rome and five other suspected gang members were charged yesterday with complicity in the kidnaping and murder of Sir Aldo Moro, Italy's former Prime Minister.

They are the first to be formally charged in connection with the death of Sir Aldo Moro, whose bullet-riddled body was dumped by the Red Brigades' urban guerrillas group in Rome on May 9 after 54 days of captivity.

One of the six people charged is still at large. The others were arrested last month.

### Scots footballer to be sent home

Walter Johnston has admitted taking two stimulant drugs before Scotland's World Cup match against Peru last Saturday.

### Five nations hold Zaire conference

Five Western powers met in Paris yesterday to discuss aid for Zaire and an effective response to Soviet and Cuban intervention in Africa.

### Pledge to fight Arab terrorism

General Ariel Sharon, Israel's Defence Minister and a leading spokesman, said in London yesterday that Israel would fight terrorism wherever it was described as the spokesman of international terrorism.

### Equity battle

Members of Equity, the actors' union, have indicated a further battle with the BBC over the proposed changes in the structure of the corporation.

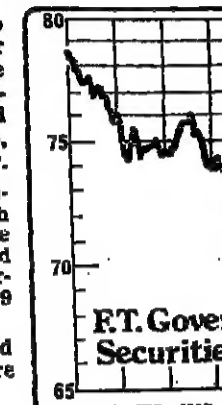
### Briefly

Three competitors were killed and two injured in high-speed crashes at the Isle of Man TT motor cycle races.

### BUSINESS

**Fall in Gilts; Pound weaker**

GILTS were unsettled ahead of the mid-May banking figures, and falls of up to 1/2 were



recorded. The Government Securities Index closed 0.57 down at 68.79, its lowest in 1978.

### Equities, which had drifted

down at the half-year results of Metal Box were announced, recovered to close 1.0 down at 474.5.

### STERLING closed 25 points

down at \$1.8205, in spite of heavy intervention by the Bank of England. The pound's trade-weighted index was 61.1 (61.3) and the dollar's depreciation narrowed to 5.40 per cent (5.91).

### GOLD closed \$24 down

at \$182 1/2 in London.

### WALL STREET was 14.21 up

at \$61.75 just before the close.

### LOCAL COUNCILS in Wales

have been asked to pay a 250,000 on their revenue account than was estimated by the Government when it set the rate support grant level last November.

## Davignon presses for sharp cut in steel output

BY GUY DE JONQUIERES, COMMON MARKET CORRESPONDENT

BRUSSELS, June 5.

The European Commission is pressing for swingeing cuts in production by EEC steel companies. It estimates that fewer than half the companies honoured pledges to limit deliveries in April and May.

Viscount Etienne Davignon, the in-charge Commissioner, is expected to warn foreign ministers of the Nine in Luxembourg tomorrow that unless over-production is curbed the industry's crisis will become even more acute in the second half of this year.

Viscount Davignon is understood to be deeply concerned at evidence that the Commission's attempt to impose discipline on the steel market have been flouted by many companies. They have sharply boosted their output since the EEC concluded import restraint arrangements with a number of third country suppliers earlier this year.

The Commission estimates on present trends that production in the EEC could reach 25 million tonnes this quarter. This would be about 4m tonnes more than the target level laid down in the Commission's quarterly forward programme on the basis of expected demand.

The new forward programme for the third quarter, which is being drawn up by Viscount Davignon, is believed to call for a sharp cut in production to about 25m tonnes. This compares with production of 30.7m tonnes in the same period of last year.

Viscount Davignon believes current rates of output cannot be sustained for the rest of this year.

The Commission plans to raise the voluntary guidance prices for commonly used steel products by 5 per cent from July 1. The price of hot rolled coils, which are subject to the mandatory minimum price regime, will also rise 5 per cent. There will be smaller adjustments for the other product categories covered by minimum prices, including bars and merchant bars.

## ICI fibre prices to rise from July 1

By Rhys David, Textiles Correspondent

ICI FIBRES' prices are to rise by 13-14 per cent for most fibres and yarns from July 1 in the first general increase since the beginning of last year.

The move, which could be followed by other European producers, reflects the company's belief that the man-made fibres market has improved, with demand likely to go up through the rest of this year.

In the first three months of 1978, man-made fibre output was 30 per cent higher than in the very depressed October-December period at the end of last year.

Ray Hudson writes: The member steel companies of Eurofer, the EEC club of steel-makers, are worried about weaknesses in the Davignon Plan. They intend to press Brussels to be more resolute over maintaining minimum price levels and providing protection against low-

ing interest on current accounts and more flexible opening hours. The banks have not rushed to take the opportunity to increase their charges. It is thought that Lloyds may have submitted proposals to the Commission which would put into effect for the half-year beginning next month. But Barclays and Midland are not now expected to make any increases before the beginning of next year.

National Westminster has not so far disclosed its plans.

The changes are not expected to be dramatic. They are likely to include a modest rise in charges made to personal customers, who do not qualify for free banking, together with a market-related offset allowance and possibly other developments into line with costs.

The charge made for debit transfers to customers who do not meet the criteria for free bank cheques.

## Investment rise plans confirmed

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

INDUSTRY STILL plans a large increase in the volume of its capital spending this year—raising total investment almost back to the levels of 1974.

The latest investment intention survey from the Department of Industry, published yesterday, projects an increase of probably between 10 and 15 per cent in the volume of manufacturing expenditure between 1977 and 1978, with a further, smaller (unquantified) rise in 1979. Last year, there was a rise of about 8 per cent.

The inquiry—conducted between the end of March and mid-May—confirms the results of the previous survey published at the start of the year. This is in contrast with the pattern of the last two years when the projected increase in investment tended to be revised downwards at successive surveys.

The department's interpretation of the figures for 1978 takes no account of the 3 per cent fall in actual spending between the final three months of last year and the January to March period of 1978. This is officially thought to be a "temporary check in the rising trend".

Together with evidence of rising consumer demand and public spending, it confirms expectations of a marked pick-up in economic activity in 1978.

The results of the inquiry are broadly in line with the recent CBI quarterly industrial trends survey. This effectively projected a rise of marginally below 10 per cent in real terms this year after taking into account the iron and steel sector.

A similar picture is shown by more anecdotal reports with no evidence of significant cancellations or postponements of spending plans.

The CBI evidence suggests that intentions are most buoyant among the largest companies and that a large proportion of investment is aimed at modernising rather than expanding physical capacity.

Estimate for those in consulting on request. Room 212 (No. 212)

## Big banks against paying current account interest

BY MICHAEL BLANDEN

THE BIG banks are expected to reject the Prime Minister's suggestion that they should pay interest on their customers' current account balances.

They are likely instead to adopt the Commission's alternative proposal to allow an offset against charges which will be more closely linked to the movements of market interest rates.

The banks appear to have come down firmly against the payment of interest on current accounts following discussions with the Inland Revenue.

Barclays said there would be no satisfactory way of overcoming the administrative difficulties created for both the banks and their customers.

In its report on the money transmission services, published in April, the Commission effectively cleared the way to increase charges by accepting that the present levels were not excessive. But it added a number of suggestions for improving the system, including interest on current accounts and more flexible opening hours.

## Unions adamant on Shelton

BY ALAN PIKE, LABOUR CORRESPONDENT

UNION leaders will report to the British Steel Corporation this week that their members remain determined to stop the closure of Shelton steelworks, Stoke-on-Trent.

Mr. Bill Sims, chairman of the TUC steel committee, said after meeting representatives of the Shelton workforce yesterday there could be "a tremendous battle" if BSC ended steelmaking at the plant.

The committee had been left in no doubt about the very strong feeling of the workers, who have been campaigning for seven years to save Shelton.

Shop stewards believe that BSC wants to stop steelmaking at the Stoke plant at the end of this month. This has not been confirmed by the corporation.

## Profits

The three industries throughout Europe have lost more than \$2bn (£1.1bn) in the past three years, and all major producers need higher prices to return to profitability.

Even with the increase in output, the industry is still depressed. The 150,000 tonnes total produced in the UK in the first three months of this year is well below the 180,000 tonnes quarterly average achieved in 1973.

Much of the market has since been lost because of high increases in imports, textiles and clothing imports.

How ICI controls research centre, Page 15

Editorial comment Page 18

## Tenneco bid 'inadequate'

BY JAMES BARTHOLOMEW AND KEVIN DONE

THE BOARD of Albright and Wilson and its adviser, HMI Samuel, said yesterday that the proposed \$27m offer from Tenneco "is inadequate and falls short by a substantial margin of the level at which an offer, if into foreign hands, could be recommended to shareholders."

This follows earlier criticism of the bid both from the City and trades unions.

Tenneco, an American conglomerate, announced last month that it intended to bid for the 54.2 per cent of Albright's equity which it does not already own.

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## Citibank \$100m facility for Turkey

BY METIN MUNIR

CITIBANK IS to make a \$100m facility available to the Turkish Central Bank under what has been called the "constructive remittance scheme," international banking officials told the Financial Times today. This is understood to be a new approach to tackling Turkey's foreign exchange crisis, and it is argued that the scheme could be used for other developing countries suffering similar difficulties.

The money will go towards repaying overdue debts to foreign suppliers which could not be settled because of the country's lack of foreign exchange. Arrears in this category—some dating from as early as February, 1977, when normal import transfers were halted—total about \$1.7bn.

A large number of U.S. and European companies are involved in the new facility

which has already been over-subscribed by 50 per cent. The money is understood to carry a spread of 1.5 per cent over the London interbank offered rate (LIBOR) and is for seven years, with a three-year grace period.

The credit will be guaranteed not only by the Turkish Finance Ministry but by the beneficiaries as well. In other words, if at the time of maturity Turkey is unable to pay back the \$100m then companies benefiting from it will repay Citibank. Beneficiaries will be asked to make a firm commitment towards this, the officials said.

Exactly how the money will be allocated to individual suppliers has not yet been decided, though Citibank would at least should be no substantial change in inflation rates.

These predictions are contained in the Nordic Economic Outlook, the semi-annual analysis published jointly by the economic research departments of the Danish, Finnish, Norwegian and Swedish federations of industries.

Their predictions in November 1976 of a 3.5 per cent growth for the area as a whole in 1977 proved to be wrong when GNP stagnated at the 1976 level. This is explained in the

current issue as the result of "several coincidental factors," including a much lower increase in exports and a fall in total demand of over 1.5 per cent in the Nordic area as a whole.

The Nordic countries increased their combined payments deficits by more than \$1bn to \$10.5bn last year. This corresponded to 5.6 per cent of Nordic GNP. This year the federations' experts anticipate "a certain revival of export growth" coupled with a decrease in imports which should reduce the current account deficits slightly.

The Nordic countries' competitiveness has been improved by recent currency devaluations. Preliminary estimates for 1979 suggest that exports will continue to grow more rapidly than imports and the deficits as a whole should be further reduced.

The settlement, arrived at after arbitration, will cost the State about Kr1.1bn (£110m) a year. The Norwegian Prime Minister Mr. Odvar Nordli, returned early from the NATO meeting in Washington last week

because of crises in the pay talks with the public employees and over farmers' incomes. The negotiations over prices for farm produce are still not settled.

The agreement with the public employees assures them earning up to Kr55,000 (\$5,500) a year. A breakdown in the pay talks in the private sector led to a compulsory settlement by a wage settlement court

in effect a euphemism for bad debt-financing—has obvious advantages for all concerned. To Turkey, it brings a certain degree of relief. Citibank has made a water-tight loan. Foreign suppliers will get their money, replacing bad debts on their balance-sheets with contingent liability. This is, of course, presuming that Turkey overcomes its economic difficulties in the next seven years and improves its foreign exchange position.

Norway's Eksport Finans will also provide a credit of Nkr 300m to two Turkish State banks—the State Investment Bank and the Industrial Development Bank of Turkey, bank officials said.

An exchange of letters will take place between Turkey and Norway on this subject during the visit of Mr. Per Kleppe, the

Norwegian Finance Minister, who will spend two days in Turkey at the end of the month. The credit facility will be used for purchases from Norway.

Talks are underway between the two States for the consolidation of Turkey's commercial debts to Norway totalling about Nkr 100m.

Although the \$100m facility is a drop in the ocean compared with the amount owed by Turkish entities to their foreign suppliers, and although the loan negotiations on the facility are far from complete, the deal provides a useful example of how overdue suppliers' credit could be refinanced. So long as they can restrict the use of such facilities to top quality companies, such a scheme could be very attractive to lending banks in today's climate of low profit margins.

Domestic demand in the four countries is forecast to grow by about 2 per cent in 1979. The latest report notes that the length of the international recession and the negative effects of prolonged demand-stimulating policies have forced the Nordic countries to change their original counter-cyclical policies, which were designed to maintain employment. Finland reversed its policy in 1975.

Denmark took similar steps to curb demand towards the end of 1976 while Sweden followed suit in 1977.

Norway alone showed an increase in total domestic demand last year but had to introduce more restrictive measures at the beginning of 1978. This year only Finland will resort to "a touch of cautious stimulation."

After a poor export performance last year and the delay in developing North Sea oil and gas resources forced it to adopt a more restrictive economic policy earlier this year, the Labour Government has tried to restrict pay increases. A breakdown in the pay talks in the private sector led to a compulsory settlement by a wage settlement court

the quality and purity of the product has proved extremely high and well over accepted international standards.

The National Methanol Company are proud to take their place as leading producers of this important commodity.

ANKARA, June 5.

Denmark's leader may broaden government

By Hilary Barnes

COPENHAGEN, June 5. MR. ANKER JOERGENSEN, Denmark's Prime Minister, announced at the weekend that he is thinking of trying to broaden the base of his Social Democratic minority government by bringing in parties to the right of his own party.

He revealed this in comments to the Press while discussing his decision temporarily to take over the job of Foreign Minister at the end of this month, when Mr. K. B. Andersen resigns from the post. Mr. Andersen has been nominated by the Social Democratic Party group as its candidate to take over as speaker of the Folketing from next October when the present speaker, Mr. Karl Skytte, retires.

The Prime Minister's plans came as a complete surprise to everyone, including many of his colleagues. Although the idea of a broadly-based coalition to steer the country through the economic crisis has often been mooted, this is the first time that Mr. Joergensen has suggested it. The parties involved in contacts with the government will be the Liberals, Conservatives, Centre Democrats, Radicals and the Christian People's Party.

The initial reaction from these parties was that they were prepared to discuss a coalition, but on condition, as the Liberal chairman, Henning Christoffersen, said, that they were given equal weight with the Social Democrats in a coalition. Most commentators, however, were unsure how seriously to take the Prime Minister's initiative and they were sceptical about the outcome of the putative coalition talks.

One writer has been turned against another, old friendships have ended in acrimony and mutual mistrust pervades the atmosphere when East German writers gather. In this country where writers enjoy enormous popularity and respect once they have struck a chord in their readers, those authors who are still (or, again) accepted by the Party are widely suspected of valuing a secure income above literary independence. They in turn grumble about the banned writers reaping rewards in the West for their dissent.

The majority of the 250 delegates to the Congress, which took place in the East German Volkshammer, or Parliament, felt the enormous tension that has built up but refused to get involved in the discussions of the role of the writer under socialism. They believed in an event that these would change nothing. The mood of the Congress was set a few days before it opened in a speech by East Berlin's tough Communist Party Secretary and Politburo member, Herr Konrad Naumann. Another foretaste of what was to come appeared on the culture page of the Party newspaper presided over by Herr Erich Honecker, who is the Secretary General of the East German

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## Party divides and rules East Germany's writers

BY LESLIE COLLYN IN BERLIN

THERE WAS little personal invective at last week's East German Writers' Union Congress; but perhaps this was because so many dissenting East German writers were absent.

Some, such as Reiter Kuntz, Sarah Kirsch, and Jurek Becker, have been forced to emigrate to the West; others have been muzzled and forced against their will to publish exclusively in West Germany. Among those who have voluntarily stayed away from the Congress are the widely acclaimed authors such as Franz Fühmann, Stefan Heym, Günter Kunert, Ulrich Plenzdorf, Kai Schneider and Christa Wolf.

East Germany's writers are still feeling the effects of the writers' protest in November 1976 against the expulsion of the political poet and ballad writer Biermann to West Germany. Never before had East German writers and intellectuals joined together to call on the Communist Party leadership to reverse a decision.

In the ensuing year and a half the Party leadership has dealt with the ungrateful authors in its own oblique fashion. It calculated that their solidarity was only skin deep, and that it was easier to divide and conquer. It refused any form of dialogue, and instead demanded that the writers choose between "real socialism" and its enemies.

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Herr Erich Honecker

## Spying charge

KARLSRUHE, June 5.

A FORMER woman secretary in the Chancellor's office was charged here today with spying for East Germany.

Dagmar Kahlig-Scheffler (31) was accused of passing information through two other alleged East German agents, Peter and Gudrun Goslar, a married couple said to have given her instructions and relayed her messages.

Federal chief prosecutor Kurt Rebmann announced related charges against the Goslars, also 31. The three have been under arrest for more than a year.

Communist Party and the country's President.

Herr Naumann said that some authors still do not understand how to correct their "creative problems" in accordance with "our Party programme" and take to making "suggestions for improving real socialism" in East Germany which they then "serve to us in the bourgeois mass media. In return for this they have a matching bank account." One of the dissenting authors comments that Herr Naumann had matched the tone of "Herr Goebbels against the Jews before the Crystal Night."

This was the night in 1938 when the Nazis burnt synagogues and Jewish-owned shops. Another foretaste of what was to come appeared on the culture page of the Party newspaper presided over by Herr Erich Honecker, who is the Secretary General of the East German

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## EUROPEAN NEWS

## Liberal collapse bodes ill for Bonn coalition

BY JONATHAN CARR IN BONN

HERR HANS DIETRICH GENSCHER looked thunderstruck. His liberal Free Democratic Party (FDP)—long holder of the balance of power in West German politics—had just suffered a shattering reverse. In Sunday's provincial elections in the city state of Hamburg and the neighbouring state of Lower Saxony, the FDP failed to muster the 5 per cent support needed for representation in the State Parliaments. Having until now helped call the tune in coalition Governments in both areas, the FDP is no longer even a Parliamentary opposition in either.

In marked contrast to Herr Genschel, the leaders of the two big parties involved in the elections looked almost satisfied. Herr Willy Brandt had seen the Social Democrats (SPD) recapture with 51.5 per cent, the absolute majority in Hamburg which they had lost four years ago. And Dr. Helmut Kohl's Christian Democrats (CDU) will now be able to form a Government in Lower Saxony on their own.

Yet self-satisfaction is misplaced. If political life is now going to be very much harder for Herr Genschel, it will be more anxiety-ridden for the SPD and CDU too. The reason is that a coalition with the FDP is crucial to the long-term strategy of both big parties. If, as in Hamburg and Lower Saxony, the liberals are going

to be extinguished as a parliamentary force, then West German politics will change profoundly. It is by no means clear who would profit.

The SPD has the more immediate cause for concern. It has now formed the federal Government in Bonn with the FDP for nearly nine years—first under Herr Brandt, then under Herr Helmut Schmidt. In the last federal elections in October 1976, the FDP received 7.9 per cent of the vote and the SPD 42.6 per cent—enough to allow their alliance to continue, albeit with a majority of only 10 in the Bundestag, the lower house of parliament.

It thus needs relatively little loss of support countrywide to pull the FDP below the 5 per cent mark. In Hamburg, the liberals suffered a much more sharp reverse—collapsing from 10.9 per cent in 1974 to 4.3 per cent on Sunday. In Lower Saxony the fall was less bad— from 7 per cent in 1974 to 4.2 per cent. But neither result bodes well for a continuation of a federal SPD-FDP alliance into the 1980s. And if the SPD loses its liberal partner—what can replace it?

Herr Schmidt's government also faces a more immediate problem involving the balance of power in the Bundestag, the upper chamber of the federal parliament, which consists of representatives of the Governments of the federal states. The



Hans Dietrich Genschel

CDU and its Bavarian sister party, the Christian Social Union (CSU) have a majority in the Bundestag, which has wide powers including veto rights over tax legislation passed to it by the Bundestag. But the FDP has sometimes been able to use its coalition with the CDU in Lower Saxony as a lever to help federal Government legislation through the Bundestag.

Nevertheless, it will not be able to do this—and the federal Government's parliamentary pro-

blems are likely to increase as a result.

So far so good for the CDU. But the disappearance of the FDP from the Government of Lower Saxony cuts across the strategy of Dr. Kohl who looked on the coalition there as a model for the kind of developments he wanted to see at federal level. In 1974 the state was ruled by an SPD-FDP coalition. Then in 1976 the liberals threw in their lot with the CDU. Despite recurring problems over voting in the Bundestag, this alliance under the young CDU Prime Minister Ernst Albrecht worked well and both sides planned to continue it after Sunday's election. Now Herr Albrecht will rule alone—making his task easier and Dr. Kohl's life more difficult.

In particular Dr. Kohl is likely to come under increased pressure from Herr Franz Josef Strauss, the CSU leader, who is ally and rival to Dr. Kohl in roughly equal measure. Herr Strauss, who has long urged a policy of "total opposition" to both SPD and FDP government parties, thought little of efforts to reach power in Bonn via provincial coalitions with the FDP—and only in recent months appeared cautiously to alter his view on the issue. He can now point to the Lower Saxony result as a confirmation of his former opinion. He may also be encouraged to put forward the idea of a fourth party, operating country-wide.

His own CSU at present exists only in Bavaria. Herr Strauss has long stressed how hard it will be for the CDU-CSU alone to come to power in Bonn. If the door to an alliance with the FDP is closed too, then according to CSU logic it may be time for a new party aiming to scoop up every last right-wing vote.

There seem to be flaws in the argument which the other main West German political groups have been quick to point out. None the less, the prospect of a fourth party emerging hangs over them all—and over the FDP in particular—like a sword of Damocles. Sunday's results show why. The FDP would not have done so badly—indeed it might still be represented in both parliaments—had not new, so-called "green parties" of environmentalists emerged to tempt young, primarily liberal voters. The immediate cause of the upsurge of these parties was the fierce debate about nuclear power—not least in Lower Saxony which is to be the site of a nuclear fuel storage and reprocessing plant. None of these groups gained 5 per cent of the vote and their consensus in the medium term is, at the least, uncertain. None the less their very existence has troubled the CDU and SPD, dealt a shocking blow to the FDP, and shown how easily the normal course of West German politics can be upset.

## Big cut in Italy's trade deficit

BY OUR OWN CORRESPONDENT

ROME, June 5.

ITALY SUBSTANTIALLY reduced its trade deficit in the first four months of this year compared to the same period last year following a 1.3 per cent fall in imports and an 11.3 per cent increase in export performance.

After the first four months of this year, the trade deficit totalled L388bn as against L1,888bn during the same period in 1977, according to provisional figures released by

the official statistics bureau, ISTAT.

In April, Italy recorded its first monthly surplus of the current year totalling L11bn as against a deficit of L507bn in April 1977.

During the first four months, the oil deficit, which is included in the overall figures, dropped from L2,413bn in 1977 to L2,256bn. The agricultural deficit, also included in the overall trade figures, totalled

some L1,500bn in the same period this year.

The improved trade position is in part the result of the industrial recession in Italy. However, there are now concrete signs of a recovery in industrial output. Sig. Rinaldo Ossola, the Foreign Trade Minister, has resumed overseas visits to promote Italian exports to Middle East oil-producing countries, Africa and Eastern Europe.

## PENSION REFORM

## Growing problems

BY PAUL BETTS IN ROME

ITALY'S PUBLIC sector borrowing requirements, officially put at some L35,000bn (\$22bn) this year, has assumed the proportions of an enormous octopus with an insatiable appetite, according to the Treasury Minister, Sig. Filippo Pandolfi. 15 years' contributions have been paid; and so-called survivors' pensions, paid if the deceased has paid at least five years' contributions. There are also some 800,000 social pensions paid to the poor when they reach the age of 65. Pensions are also paid for industrial accidents and sickness last week. Pensions, he said, represented the equivalent of 11 per cent of gross national product last year. This would increase to 13-14 per cent next year and reach 15-20 per cent in 1990.

At long last, however, there appears to be a consensus among political and social forces on the need to reform the pensions system. While the immediate short-term incentive is the need to contain the enlarged public sector deficit to a level acceptable to the International Monetary Fund, in the longer term the reform of the system is crucial for Italy if it is to reduce its high rate of inflation to respectable single digits. Yet the difficulties are considerable.

Earlier, piecemeal attempts have been blocked by the howls of protest the proposed modifications have aroused, despite the acceptance in principle by the trade unions and the political parties that something must be done. Not only is the system so complicated that few can understand it, but it affects so many people that any changes are almost bound to have severe political repercussions.

Ironically, the pension system has been hailed as the most advanced in Western Europe. Employed workers have the following benefits: seniority pensions payable at any age after 35 years' contributions; disability pensions paid after five years' contributions; old age pensions after reaching the age of 60 or 65 for women, provided 15 years' contributions have been paid; and so-called survivors' pensions, paid if the deceased has paid at least five years' contributions. There are also some 800,000 social pensions paid to the poor when they reach the age of 65. Pensions are also paid for industrial accidents and sickness last week. Pensions, he said, represented the equivalent of 11 per cent of gross national product last year. This would increase to 13-14 per cent next year and reach 15-20 per cent in 1990.

At the same time, disability pensions are paid regularly as a kind of indirect social welfare system, particularly in the depressed South where the level of unemployment is especially high. They are often much easier to get than old age pensions. Indeed, the main Italian pensions institute, INPS, at present pays more than 5m disability pensions a year.

There are also very few restrictions on the accumulation

of pensions with earnings from employment. A recipient can thus receive two or three separate pensions—old age, disability, war service, and so on—and continue in regular employment. But when the Government tried towards the end of last year to reduce the pensions of employed workers, there were such protests from the unions that the ruling Christian Democrat party persuaded the minority administration of Sig. Giulio Andreotti to postpone the introduction of the unpopular measures. In any case INPS said it did not have the necessary equipment to identify employed workers with pensions and that it could only start identifying them by 1979.

What has particularly exacerbated the deficit of the system has been the automatic indexation of pensions, introduced eight years ago. Parliament has recently approved limitations at the highest levels, but it is clear that action will also have to be taken for all other pensions. The indexation has effectively seen pensions increase by greater percentages than those of earnings which have themselves risen at a higher rate than the cost of living. At the same time, certain categories like the Civil Service and the banking system, have enjoyed through the indexation system what have become known here as "super pensions."

The Government is proposing to introduce later this week a series of provisions to contain the enlarged public sector deficit to between L1,340,000bn and L2,500,000bn this year. After a mini-package of tax and public utility tariff increases announced by the Cabinet at the end of last month, on Friday the Cabinet is expected to announce public expenditure cuts by reducing 1978 spending plans and postponing others to 1979.

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## Court rules on Renault's grass

BY DAVID CURRY

PARIS, June 5.

FOR 20 YEARS the name of Pierre Dreyfus was synonymous with that of Renault. It was Dreyfus who symbolised that marriage between the state and industry which made Renault into one of Europe's leading motor manufacturers.

Pierre Dreyfus also had a reputation of being a bit of a liberal in politics and eclectic in his art tastes. So when Renault was ready to move into its sparkling new office block along the Seine, he had the interiors decorated with brilliant motifs taking their inspiration from motor components, and commissioned the distinguished French sculptor, Jean Dubuffet, to produce something original to sit outside the front gates in the courtyard.

Dubuffet was commissioned for FRF 400,000 to produce a model of his work which the company would then arrange

to be constructed for FRF 4m. Dubuffet also received FRF 120,000 towards his preliminary work.

But the contract stated that if for any reason the work could not be executed or was delayed, Dubuffet would receive only his FRF 400,000.

Work began in 1975 on the monumental sculpture—"A Summer Garden"—in massive concrete and polyester blocks around a pool.

By this time Pierre Dreyfus had retired, and the new chairman of Renault was the bulky and practical figure of Bernard Vernier-Pallex. It was quite clear that M. Vernier-Pallex did not enjoy the view out of his office window, and when it became clear that extra money would have to be spent to provide additional support for the pool of water which would be the centre-piece of the ensemble, work

he ordered the work stopped. He then went one better and ordered the whole thing to be grassed over. Jean Dubuffet was not amused. He proposed to complete the work at his own expense and when that was not received with enthusiasm, he went to court seeking to protect the integrity of his work as his artistic property. When the judgment supported the company's right to stop and eventually destroy the work, he appealed and last week the appeal court handed down its verdict.

M. Vernier-Pallex can breathe easily: the court said that the clause in the contract setting down what would happen if the work could not be finished, effectively prevented his invoking the law extending to artists the moral ownership of their work.

However, a court at Versailles refused Renault's request for an order compelling several hundred striking press shop workers—mainly immigrants—to stop their occupation of the Flins factory west of Paris. The court warned, however, that the strikers must not damage machinery or prevent

## Cautious union reaction to strikes at motor plants

BY OUR OWN CORRESPONDENT

PARIS, June 5.

BY THE middle of the week it will be known whether the strikes at two factories of the Renault motor group will fizzle out, or will assume the proportions of a challenge to the Government's incomes policy.

A Rouen court this morning ordered strikers occupying the engine and gearbox plant at Cléon to quit the factory within 48 hours. For the moment, the strikers—who are in a small minority—are maintaining pickets across the entrance and the plant is shut down.

However, a court at Versailles refused Renault's request for an order compelling several hundred striking press shop workers—mainly immigrants—to stop their occupation of the Flins factory west of Paris. The court warned, however, that the strikers must not damage machinery or prevent

other workers from operating them on pain of being forcibly ejected.

As the company has closed the Flins plant until Thursday in what it describes as a postponement of the shifts, the situation will remain unclear until the middle of the week.

On the whole there has been little sympathy action elsewhere in the group, though unions at the Douai assembly plant have called a four-hour stoppage. The unions are treading carefully, apparently, caught off balance by the strikes which grew in each case out of local incidents (the dismissal of a worker at Flins for persistent lateness, and regarding difficulties at Cléon). At neither plant does the bulk of the workforce show much sign of following the strikers' lead.

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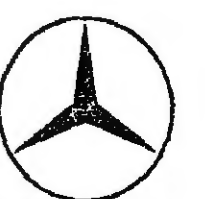
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OVERSEAS NEWS

# Morocco acts on financial problems

BY OUR OWN CORRESPONDENT

AS THE U.S. Air Force started only to workers' transfers and lifting 1,500 Moroccan troops to Zaire over the weekend, King Hassan announced a series of measures designed to solve financial difficulties caused partly by heavy military spending.

While five American C-141 transport planes flew out of the first group of troops to Lubumbashi via Dakar, the King said in a broadcast on Sunday night that Morocco would have to cut down on foreign currency spending, notably by reducing imports by 20 per cent.

To improve the inflow of foreign currency he announced a preferential rate for the Dirham, putting it on a par with the French franc, to derive increased benefits from the receipts of the 350,000 Moroccan workers in France. This is equivalent to a devaluation of about 7.3 per cent but it applies

increased military spending is needed to re-equip the armed forces after heavy losses during the October war on the Golan Heights, but it is undoubtedly made necessary also by losses in the Western Sahara, where his army is still battling against the Polisario guerrillas based in Algeria over two years after the area was ceded to Morocco by Spain.

He also blamed financial troubles on a succession of four poor harvests which cost \$200m in cereal imports, the increase in the cost of oil imports which had completely neutralised income from phosphate exports despite doubling the price, and investments in Sahara development \$260m this year.

Certainly the sending of troops to Zaire for the second time also contributes to the financial burden and the King is hoping

RABAT, June 5.

# Envoys face plan for observers in Rhodesia

BY JUREK MARTIN, U.S. EDITOR

The British Government is to be invited to become an observer within Rhodesia's multi-racial transitional Administration, according to a report in Salisbury today. Tony Hawkins reports from Salisbury. The suggestion is to be put to the two Anglo-American envoys, John Gubbins, the Foreign Office and Mr. Steven Low, the U.S. Ambassador to Zambia—in talks this week.

Political observers in Salisbury are convinced that the British Government will reject the plan. It calls for the appointment of a council of advisers held in Raval, the four-man Executive Council and the 15-man ministerial council to see the transitional Government at work. Britain would also be asked to appoint an observer to join the constitutional committee which is drafting the detailed constitution for Zimbabwe due to come into operation in December. It is an observer of the electoral process scheduled for December 31—and even for Britain to take up a post observer on the military committee which is trying to implement a ceasefire in the 51-year-old war.

# California ready with tax warning for the nation

LOS ANGELES, June 5.

CALIFORNIA SEEMS ready to send a message tomorrow to Governor, big business, organized labor, the teaching profession and the minority groups. The initiative is being described as a "gentle grassroots tax revolt." As such, it has wide implications for other states where similar movements are afoot, for the federal Government, and for both national and state political parties as they look for the 1980 Presidential election.

But the first impact is likely to be felt by the four Republicans contesting the state gubernatorial primary tomorrow. But, on his own admission, Mr. Maddy has been grievously damaged by his refusal to support the property tax amendment.

Two of the four, Evelle Younger, State Attorney-General, and Mr. Edward Davis, former Los Angeles police chief, have risen higher than fourth

# Desai leaves for talks on U.S. N-supplies

By K. K. Sharma

NEW DELHI, June 5. THE FUTURE of India's nuclear energy programme will be decided in the next two weeks. By then, Prime Minister Morarji Desai will have held talks with President Jimmy Carter on supplies of enriched uranium for the U.S.-built Tarapur atomic plant near Bombay.

Mr. Desai left here this morning on a 12-day tour that will take him to Tehran, Brussels, London and the U.S. The last leg, when he holds two rounds of talks with President Carter in Washington, will be the most important.

Although President Carter has promised to continue shipments of nuclear fuel to the Tarapur plant that would enable it to function for another 18 months, these supplies have been held up by the Congress on the grounds that India has not agreed to sign the nuclear non-proliferation treaty and because the Indian Government is not willing to accept nuclear safeguards sought by the U.S.

India has reacted strongly to this delay and is insisting that the U.S. fulfil contractual obligations, especially as Mr. Desai has demanded that India will never manufacture nuclear weapons or use nuclear explosives either for military or peaceful purposes. This stand remains unchanged and Mr. Desai's view is that he will not sign the proliferation treaty, on the grounds that it is discriminatory as the nuclear powers are not bound by its terms.

At stake are not only the 7.5 tons of enriched uranium that are held up in the U.S. but India's approach to the nuclear issue. Mr. Desai has made it clear that if the U.S. does not send the supplies of fuel necessary to make the Tarapur plant run, he will look elsewhere.

This could mean that India will look to Russia for supplies and indications from Moscow are that the Russians are eager to step in to fill the gap.

Sanjay Gandhi, younger son of the former Indian Prime Minister, Mrs. Indira Gandhi, was today released from all after being imprisoned by the Supreme Court for intimidating witnesses in a case of criminal conspiracy against him. He was released after the Sessions Judge dying the case ordered that bail of Rs 5,000 be given to Sanjay. He has been ordered not to leave India without permission.

# Left-wing party suspends activity in protest against Sadat law

CAIRO, June 5.

EGYPT'S left-wing Unionist Progressive Party today suspended activities in protest against the law purging from public life Communists and other critics of the Government.

The UPP said that a meeting of its constituent assembly next Sunday would decide whether to dissolve the party altogether. The party has decided to stop any political activity as long as this law exists, it said.

The party led by Khaled Mohieiddin will also cease publication of its weekly news-

paper Al-Ahali (The People) after next Wednesday's edition and is accepting no new members.

The country's largest opposition party, the conservative New Wafd, dissolved itself for similar reasons.

The new law, approved by a 98 per cent vote in a referendum two weeks ago, was introduced after bitter criticism of President Sadat's Government.

Today the UPP criticised the ruling Centrist Party, accusing it of liquidating the democratic

# Oil prices may rise from end of year, says Yamani

BY OUR FOREIGN STAFF

OIL PRICES will remain frozen for the rest of 1978, but after December gradual price rises would be in the best interests of the U.S., Sheikh Ahmed Zaki Yamani, Saudi Arabia's Oil Minister, said in Riyadh over the weekend.

On June 17, the members of the Organisation of Petroleum Exporting Countries (OPEC), will be holding their regular biannual meeting in Geneva.

Sheikh Yamani said that Saudi Arabia would, as it did last December in Caracas, oppose calls by Algeria, Libya, Iran and others for a price increase this year.

But Sheikh Yamani did not make any such promise for 1979 and beyond. He said gradual price increases over the next several years would be necessary to protect the U.S. and other industrialised economies from a

sudden sharp jump in oil prices in the mid-1980s, when today's oil surplus is expected to become an oil shortage.

If current economic conditions prevail when OPEC meets in December, Sheikh Yamani said a price increase of more than 5 per cent in 1979 would not be justified. But he stressed that the world economic picture could change.

"By December we will either decide for a freeze or an increase," he said. "If we decide for an increase, it would be more than 5 per cent as things look now. Right now there is a 50-50 chance of a freeze or of an increase."

The Saudi Oil Minister also repeated his country's commitment to stick with the dollar as a means of pricing oil, but he indicated Saudi Arabia is not happy with the weakened dollar.

# Terror count in Israel highest since 1967

By David Lennon

TEL AVIV, June 5. PALESTINIAN terrorist attacks have killed more people in Israel in the first five months of this year than in any comparable period since the 1967 war which started 11 years ago today.

Fifty-three civilians have died in Palestinian attacks so far this year, only four less than in the whole of 1974, the worst year for civilian deaths from terrorist activities.

The last two years were relatively quiet as the Palestinian organisations were busy in the civil war in Lebanon. Since that war ended the Palestinian guerrilla organisations have been rebuilding their forces in Israeli-occupied territory.

The two most active groups, Fatah and the Popular Front, have also stepped up their smuggling of arms and explosives into the occupied territories.

The effectiveness of this organisational work is apparent in the sharp rise in the number of deadly incidents originating within the area under Israeli control.

In 1974 there were 14 fatal attacks in which 57 people were killed. Eight of these attacks were launched by groups from across the border. In the nine fatal attacks this year only one was carried out by a Palestinian group entering Israel from outside.

The almost daily reports of bomb attacks in various parts of the country appear to be little affected by the periodic discovery by the security forces of guerrilla cells.

Dozens of West Bank residents have been arrested in recent months on charges of belonging to guerrilla cells. Two of the organisers of the most deadly attacks were reported to have escaped to Jordan before the arrests.

# Cuba 'trains Oman rebels'

BY ISHAN HIJAZI

BEIRUT, June 5.

THE MURDER of five Britons in Oman last week signals the renewal of insurrection against Sultan Qabus by rebels trained in Aden by Cuban advisers, according to South Yemeni exiles. The exiles claim to have heard about large-scale infiltrations into Oman by rebels from South Yemen. The exiles, who were en route to Cairo to join the front led by Mr. Abdel Qawi Makawi, in opposition to Aden's Marxist regime, said the Popular Front for the Liberation of Oman, which led the rebellion in Dhofar, three years ago, has recruited a new Cuban-trained army.

Sultan Qabus, now 37, seized power in 1970 after ousting his father, Sultan Said Ben Taymour. He announced in 1975 that the

rebellion in Dhofar had been crushed completely.

Mr. Makawi, who was First Minister of South Yemen before independence from the British in 1967, submitted a non-aligned Arab League last month charging that the present regime in Aden had brought the country under Soviet and Cuban domination.

According to the exiles, Mr. Makawi's note said that about 2,000 Cuban military advisers have been training militias belonging to the Aden Liberation Front and to the Oman Liberation Front.

Recurring tension in the Gulf region was believed to be a major motive behind Sultan Qabus's decision last month to establish diplomatic relations with Peking.

# Pakistan bank law

The banking companies ordinance of 1962 has been amended to increase the minimum capital to be maintained by a foreign bank from Rs 2m or 3 per cent of total deposits in Pakistan to Rs 3m or 7.5 per cent of the total demand deposits, whichever is higher, our correspondent writes from Karachi.

The amendment to the ordinance was approved at a meeting of the Council of Ministers in Islamabad under the chairmanship of chief minister Mr. Ishaq-ul-Haq. The minimum prescribed capital must be deposited with the State Bank of Pakistan either in cash or unencumbered approved securities.

The increased limit is described as being not only more realistic but also more advantageous to the added advantage of collecting more foreign exchange as and when a new foreign bank is permitted to open a branch in Pakistan.

# Malay payments

A Malaysian Air Force Group Captain has been jailed for three years for payments involving the Malaysian Government's \$35m purchase of 16 supersonic F-35 fighters from the Northrop Corporation, Wong Sulung writes from Kuala Lumpur.

After a month-long trial, the High Court here found retired Group Captain Ahmad Shah, 54, guilty of four corruption charges and also ordered him to pay the Government \$158,000 (\$13,000) he had received from the local agent of Northrop. The highly publicised trial is another demonstration of the efforts of Darul Hussein Onn, the Prime Minister, to tackle corruption in Malaysia. Darul Hussein is widely expected to go to the polls next month on a platform of clean government.

# Karachi air dispute

Pakistan's international airline may come to a grinding halt following a deadlock in the pay dispute negotiations between the engineers and the airline management. The dispute has been serious delays and disruptions in PIA's operations for some time with flights up to 24 hours behind schedule, our correspondent writes from Karachi.

Air Marshal Nur Khan, PIA's chairman, attributed these delays to the "non-operation of ground engineers, who, without admitting it, are adopting go slow and work to rule tactics."

# Burma refugees

MAJOR General Ziaur Rahman, has re-emphasised that the 150,000 Muslim refugees who have come from Burma in the last two months are Burmese nationals, Simon Henderson writes from Dhaka. Speaking at his first press conference since taking office, the new prime minister said that the 150,000 refugees were Burmese nationals, Simon Henderson writes from Dhaka. Speaking at his first press conference since taking office, the new prime minister said that the 150,000 refugees were Burmese nationals, Simon Henderson writes from Dhaka. Speaking at his first press conference since taking office, the new prime minister said that the 150,000 refugees were Burmese nationals, Simon Henderson writes from Dhaka.

# Liberal lead in Colombia elections

By Sarita Kendall

BOGOTA, June 5. LIBERAL PARTY candidate Sr. Julio Cesar Turbay Ayala has a small lead over his Conservative opponent, Mr. Roberto Escobar, in the Colombian presidential elections, according to official results so far. More than 60 per cent of the votes have been counted, but the 4,000 advantage of Sr. Turbay could be overtaken, our correspondent writes from Bogotá.

Liberal and Conservative have been claiming victory. Opposition parties together have taken less than 5 per cent of the vote.

In a triumphal speech at midnight on Sunday, Sr. Escobar declared he was Colombian next president. Sr. Turbay child him for acting out of turn, and said he himself would wait for full official results before formally announcing his own victory.

# \$7bn gain expected in value of exports

BY JOHN WYLES

THE U.S. Government expects in the dollar depreciation, the past nine months to add between \$7bn to \$8bn to the value of U.S. exports by the end of 1979, \$8bn, he told, a "substantial" increase according to a senior Treasury official.

In a sweeping analysis of U.S. competitiveness this morning, Mr. Fred Bergsten, Assistant Secretary for International Affairs, argued that the trade deficit peaked in the first quarter of this year at an annual rate of \$4.5bn. The Government believed that "the extraordinary surge in non-petroleum imports" during the quarter was a temporary aberration caused by a variety of factors ranging from fear of new U.S. import restrictions to the possibility of a West Coast dock strike this summer.

Mr. Bergsten indicated that the Administration was taking some comfort from a moderate pick-up in exports in March and April, which led to a 10 per cent decline in the trade deficit. A President Carter was committed pick-up in growth rates in other leading industrial countries should benefit U.S. export performance. The effects of the fall

# NYC pay deal stumbles

NEW YORK, June 5.

AFTER all-night negotiations, talks on a new pay contract for New York City's 225,000 employees were adjourned until this afternoon without any indication that agreement would be reached before tomorrow's Senate hearings on a new federal aid programme for the city.

Last night both sides believed apparently that a deal was within reach, only to find that they were

# THE CANADA-U.S. FISH WAR

## Bones of contention

BY VICTOR MACKIE IN OTTAWA

CANADA IS now locked in a fish war with the U.S. in coastal waters of the Atlantic and Pacific oceans. The war, which has been looming for months, became inevitable when the U.S. and U.S. negotiators met in Washington last month failed to reach an agreement on disputed fishing rights. The Canadian move to block American fishermen was held up because the Prime Minister, Pierre Trudeau, and External Affairs Minister Donald Jamieson were in Washington for the NATO summit meetings.

The Canadian authorities do not expect the dispute to escalate into the scale of the gunboat struggles which erupted over fishing rights a few years ago between Britain and Iceland. Before the extensions of fisheries jurisdiction to a 200-mile zone of economic management by Canada on January 1, 1977 and the U.S. on March 1, 1977, fisheries relations between the two countries were governed by a reciprocal fishing privileges agreement which permitted certain fishing activity by each country within the three to twelve mile zone of the other.

In their report of March 1978, the special negotiators noted they had been unable to reach agreement, but recommended the text of an interim fisheries agreement to be applied for 1978 while the long-term boundary/resource issues continued to be addressed.

The 1977 interim fisheries agreement is intended to be a 1977 agreement and was provisionally applied, pending formal approval by governments. The 1978 agreement contains stronger provisions for consultation on the management of fish stocks than the 1977 agreement. It also contains provisions granting the more favourable access for Canadian salmon trawlers to the area between three and twelve miles

# THE FISHERIES

dispute between Canada and the U.S. threatens to disrupt even game fishing in boundary waters. U.S. authorities said they will crack down on recreational as well as commercial fishermen who stray across borders in the Great Lakes and off the Atlantic and Pacific coasts. Ottawa officials have indicated that they will retaliate.

The deadline for barring U.S. fishermen from Canadian waters and Canadians from U.S. waters passed on Sunday without incident as patrol vessels and aircraft moved into position.

off the coast of the State of Washington. The agreement permits Canadian fishermen to catch fish off Canada smaller than the law allows in the U.S. However, in return for these more favourable terms the U.S. wanted an agreement to salmon in Canadian waters on Swiftwater Bank from April 15 to June 15.

Canada was prepared to close the fishing ground only if stocks were endangered by too many finding immature salmon on the catch. To reflect these differing views, the agreement says that if the U.S. concludes that there is a conservation need to close the fishery, but Canada does not do so, the U.S. shall have no obligation to permit salmon fishing in its Pacific coast waters by nationals and vessels of the U.S. on more favourable terms than the terms of the 1977 reciprocal fisheries agreement.

At the beginning of the season, arrangements,

# David Housego, recently in Sumatra, profiles Indonesia's showcase Asahan project

## Rising costs a source of embarrassment

THERE ARE certain projects, like Egypt's Aswan Dam, which have an importance in their country's history going beyond their immediate economic value. Asahan—a hydropower and aluminium smelter project that is one of the largest foreign investments in South East Asia—has similar symbolic meaning for Indonesia.

It is first of all a source of national pride because attempts to harness the Asahan river have been a challenge to successive regimes both before and after independence. Though engineering works are only just beginning on the banks of the Asahan river, college students are being taken in their hundreds to the site of the dams and generating stations. The Dutch initiated the scheme while they still ruled Indonesia. It was briefly taken up by the Japanese during the occupation. Former President Sukarno sought Russian collaboration to build it. Now it is one of the economic monuments that President Suharto would like to leave as part of his legacy to the country.

The project is also—like some of the grandiose projects of the state oil concern Pertamina or the Krakatau steel plant now taken over by the government—associated with the regime's love of showcase projects which have an insatiable appetite for funds and draw the sweet-toothed to the honey. Estimated to cost \$512m in 1974 when Japan signed the contract for the hydropower plants, the aluminium smelter on the coast and the infrastructure works, the revised figure is now between \$1.5bn and \$2bn.

In the eyes of many Indonesians it provides an



example of how Japan has come to exploit the resources of the country with little benefit to Indonesia. Paradoxically it has also become a test case of Japan's political commitment to south east Asia.

From Lake Toba in west Sumatra the Asahan river spills down through thick jungle to the Malacca Straits—an overflow from a volcanic crater 300,000 years old. From the air it looks like a tongue of mercury pointed to the sea. Below, it explodes through narrow gorges and dense forests as it rapidly tumbles 900 metres. The Dutch plan was for a succession of dams and five electric generating stations to provide power in Sumatra. The Russians built most of the access roads to Sigurgura and Tanga where the falls are sharpest. But work came to a halt when they were kicked out in 1968 after the Communist uprising.

The serious involvement of the Japanese came in 1974 after the increase of oil prices had added to the attractions of hydroelectric power. As conceived in discussions then, the project was to link the power generated at Asahan with the development of large bauxite deposits on the Indonesian island of Bintan near Singapore. Output from the smelter was planned to reach 225,000 tons a year on the basis of a firm generating capacity of 426 MW. This would require a feedstock about 800,000-1,000,000 tons of bauxite a year processed into alumina.

For the Japanese the attraction was the production of aluminium (aluminium smelting being heavily energy-intensive) while

given no commitment to purchase alumina from Britain, are now keener to get it from Australia.

President Suharto still wants to push ahead with Bintan though his economic ministers are anxious to put off the project until the country's more important priorities for foreign exchange expenditure. Politically it is a further complicating factor that Bintan has become a test case of the President's determination to root out corruption. His credibility suffered a blow recently when an initial contract for Bintan was awarded without international tender to the West German firm of Klockner. Klockner is also one of the major contractors at Krakatau.

Without foreign exchange earnings from Bintan, Indonesia's return on the project would not be large. The aluminium smelter will absorb all but a marginal amount of the country's electricity generated and take almost two-thirds of the river's potential generating capacity. West Sumatra—with its rubber and palm oil estates—is one of the fastest growing regions in the country, and the main alternative source of power would be costly energy from nearby oil or gas fields whose production, now seems to be peaking.

The smelter will obtain electricity at Y1.82 per kilowatt-hour, about a fifth of the cost in Japan or a third of the cost in the U.S. The Japanese supply of aluminium is so far projected to be in short supply in New Zealand. Because the hydro-electricity is the property of the project, the Indonesian Government cannot raise its price. It will obtain some

revenues from water fees and taxes. The number of jobs created is small—about 6,000 at the height of construction and 2,200 once the project is in operation in 1983.

The prospects of a domestic aluminium industry have receded because private investors are for the moment shy of going into aluminium fabrication as the local market is too small. Under the terms of the agreement with Japan, Indonesia has in any case access to at most a third of the output. The engineering feat is that without the venture the water would still go to waste as there have been no other offers to finance hydroelectric plants on the river.

The increase in cost of between 50 and 100 per cent due to inflation, on the smelter and related infrastructure, is a source of embarrassment between Japan and Indonesia.

The Japanese have the foreign exchange resources to finance the increase in cost though it is pressing Indonesia hard to put up a share. The attraction of dollars for Indonesia is that it would provide a stronger lever to persuade the Japanese to draw alumina supplies from Bintan.

Difficulties over sharing the additional costs have prompted speculation in the Japanese Press that Japan might withdraw from the project. Politically Japan is too committed and what is more, the Indonesian return is so large. The Indonesian Government, but doubts over Asahan and Krakatau have diminished Indonesia's appetite for the mammoth projects of the past.

مركز الأصل



## Bulk ship cartels plan gains support

PIRAEUS, June 5.



## HOME NEWS

## Month to wait for Grays' investors

BY MICHAEL CASSELL

INVESTORS with Grays Building Society, which closed its doors at Easter after the death of its chairman and the disclosure of deficiencies of about £7m, will have to wait one more month before they can draw their money.

Their accounts have been attracting interest while they have been frozen. Investors had not previously been able to claim this.

Borrowers from Grays can expect their mortgage rate to fall 1 per cent to bring it into line with the rate charged by the Woolwich Building Society, which is expected to take over the Grays at the end of this month.

Mr. W. H. Rate, the society's new chairman, said that an application for the transfer of engagements to the Woolwich was due to be heard on June 28. He said the transfer would be approved by the court. When the transfer had been registered, each investor would be sent a passbook for deposits and withdrawals.

Mr. Rate said the compensation fund set up by the building societies to cover Grays' losses would provide the money to ensure accounts were credited with interest by the Woolwich on the next interest date after the transfer.

## Overstated

The shareholders of Grays directors would not, however, be reimbursed from the compensation fund "or from any other source." This will leave their own investments in the society reduced by more than half.

Grays' accounts were published yesterday. They said that investigations indicated not assets of £8.677 in mortgages redeemed last year and the sum was written off as irrecoverable. The directors were also aware of a further five cases in the first quarter of this year, totalling £15,225, for which no provision had been made in the accounts. "Further material income tax liabilities" might also exist.

The auditors, Appleby English, said in the report to members the society failed to keep proper books of account and also failed to maintain a satisfactory system of control over its transactions and records. It had not maintained a system to ensure the safe custody of all documents of title belonging to the society and of deeds relating to mortgaged property.

## Scandinavian joint ferry service opens

By Our Own Correspondent

THE OPENING of a new ferry service between the Tyne and Scandinavia by DFDS Danish Seaways yesterday could be the start of a new era of co-operation between rival shipowners.

At an inaugural lunch aboard the DFDS A/S ship, Winston Churchill, Mr. Eric Heirung, the company's president, said that instead of fighting his company, Tor Line of Sweden had agreed to a joint service.

The Winston Churchill will sail on the joint service with Tor Line twice a week to Gothenburg and once a week to Esbjerg, in addition to DFDS's ferry, the Enslund, which already operates a twice-weekly service from the Tyne to the Danish port.

Between July 3 and August 2 there will be three sailings a week to Gothenburg from the Tyne and three to Esbjerg.

## Aluminium plant future depends on Government

BY ROBIN REEVES, WELSH CORRESPONDENT

NEGOTIATIONS WHICH could result in Anglesey Aluminium doubling the capacity of its Holyhead smelter are reaching a decisive stage. The company—owned by Rio Tinto Zinc and two-thirds by Kaiser Aluminium of California—proposes expanding output from 100,000 to 200,000 tonnes a year to meet an anticipated world shortage of aluminium in early 1980.

Yet the final go-ahead for the investment hinges largely on government sanction for a special export electricity supply to the plant. Aluminium smelting is a notoriously power-thirsty industry, with electricity accounting for 60 per cent of the cost of the finished ingots.

Talks between Anglesey Aluminium, the Central Electricity Generating Board, the Department of Industry and the Welsh Office have now reached the stage where the issue is likely to be referred to the Cabinet for a final decision. The government is worried that provision of exceptionally cheap electricity for aluminium smelting could unleash claims for equal treatment from other heavy power-using industries, such as chemicals.

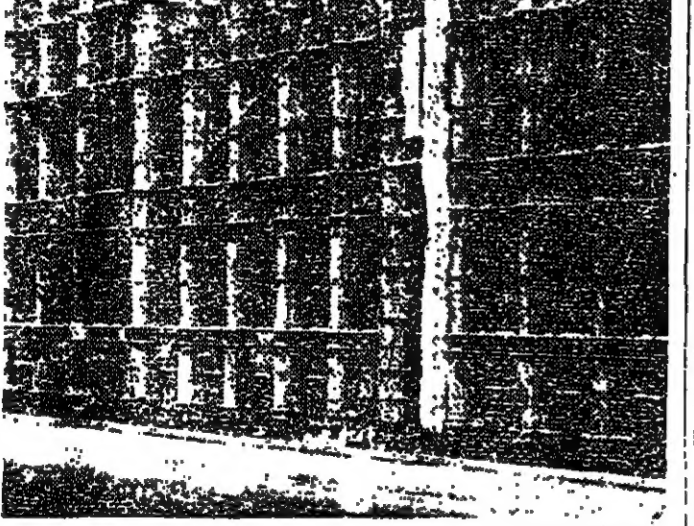
Britain's two other aluminium smelters—Alcan with a smelter at Lynemouth, Northumberland, and British Aluminium at Invergordon, Scotland, have also indicated an interest in expanding output should cheaper power be available.

Although nobody is saying so, it is conceivable, too, that a special power deal for aluminium could be viewed in Brussels as infringement of EEC competition rules.

The aluminium companies claim, however, that they are presently paying a higher unit price for their electricity in the UK than elsewhere in Europe. The implication is that the investment could go elsewhere, unless Cabinet approval for a special deal is forthcoming.

This is not the first time the Government has had to intervene in negotiations between the aluminium industry and the electricity authorities. The 1964-70 Wilson Administration sanctioned a special price to persuade the producers to build smelters in the UK in the first place.

Expansion of Anglesey Aluminium would make the UK virtually self-sufficient in aluminium. Consumption presently amounts to 550,000-600,000 tonnes a year, of which 100,000-150,000 tonnes is imported.



THE PALACE OF Westminster shows the first signs of a cleaning operation, as seen from Westminster Bridge. But it is only a test to give MPs an idea of the effect and possible disruption to Parliamentary work. The £3.5m facelift proposals have met Parliamentary criticism, and in March the Commons Services Committee called for a cleaning test.

## Young jobless warning

POLITICAL LEADERS were warned by a trade union leader yesterday that young people will revolt against being unable to find jobs by turning to extreme politics.

"They will not docilely accept these conditions as did my generation," Mr. Harold Gibson, general president of the annual conference of the National Union of Hosiery and Knitwear Workers in Edinburgh.

"Unless something is done to change the state of unemployment, young people will turn to

## Schools voucher plan 'not the best'

By Michael Dixon, Education Correspondent

MOVES TO increase parents' choice by giving them vouchers to "cash" at the schools they prefer were hampered yesterday by the report on a two-year study by Kent County Council in the Ashford area.

Almost half the teachers questioned said they would refuse to teach under voucher schemes, as advised by the two main unions.

The schemes have been strongly advocated by Dr. Rhodes Boyson, an official Conservative spokesman on education. The study concluded that vouchers would not necessarily be "the most satisfactory means of improving parental choice."

The study also found that voucher schemes would be very hard to administer effectively. They would increase costs in the Ashford area alone by between £100,000 and £130,000 a year, depending on whether the scheme was confined to the State sector or extended to include independent schools.

Of the parents with children at State schools, 8 per cent said they would change to independent schooling if the voucher could be offset against the fees. Education Vouchers in Kent: Country education officer, Heston, full report £7.20, main findings £1.25.

## Costly

But only one in every 10 was dissatisfied enough to want to make an immediate change.

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## Yorkshire buyer to revive Mull malt

By Kenneth Gooding

A WEST Yorkshire businessman, Mr. Stewart Jowett, has bought the malt whisky distillery on the Island of Mull. It will come into production again in September. The distillery, called Leddaig but to be renamed Tobernoy, had had a chequered life. It was built in 1823 but closed for the first time in 1923 by the Distillers Company.

In 1972, a consortium including the Domecq sherry group and the Liverpool-based Larrinaga Steamship Company, started distilling again and added two new stills.

Much of the malt whisky produced went to Chivas, the Canadian Seagram Group offshoot which makes the Chivas Regal brand. That contract was ended in 1973.

In January 1974, Leddaig went into the hands of a receiver and he has now sold it to Mr. Jowett's Kirkcalding Property Company of Cleckheaton.

The consortium spent £350,000 adapting the distillery and at its production peak it employed nine people and had a capacity of about 600,000 gallons a year. Some financial assistance was given by the Highland and Islands Development Board. The price now paid for Leddaig has not been disclosed.

Mr. Jowett said last night that he hoped to "start distilling in a small way" in September.

## Institutional investors take advice to leave NSB

BY ADRIENNE GLEESON

ONE unexpected result of the recent rise in interest rates has been a very strong recommendation from stockbrokers Joseph Sebag that those with large sums deposited in National Savings Bank investment accounts should prepare to withdraw their money.

Sebag has not been alone in taking this view, though his exhortations have been more vigorous than most.

The results appear to have been dramatic. By the close of business on Friday afternoon, two days after the end of the calendar month, on which interest is calculated, the Department for National Savings had received notice of the withdrawal of £180m at the beginning of July.

The brokers say that the National Savings Bank's investment accounts have provided an excellent home for the past year for institutional money deposited before the £50,000 limit on individual holdings was introduced last July to deter just such investors.

But they now argue that the rise in money market rates in the past few weeks means that there are now more attractive homes elsewhere for such money—notably one-month interbank deposits and one-month sterling certificates of deposit.

## Precedent

To the extent that interest rates continue to rise—and the brokers expect that to happen—the argument is strengthened.

If precedent is any guide, a corresponding rise in the rate on the National Savings Bank's investment accounts will be slow enough in coming through for a sizeable gap to develop.

It was the development of

just such a sizeable gap in the opposite direction—which brought the institutions to the National Savings Bank in the first place.

From January to October last year, while money market rates fell hand over fist, the rate on the National Savings Bank investment account was static at 10 per cent, and from April, that was better than anything that could be obtained in one-month funds in the money markets.

## Wholesale

As the gap developed to 2½ points by May—the institutions, encouraged by their brokers, began to pour their liquid funds into the NSB—traditionally a "people's bank" rather than a home for wholesale funds.

By July, the Department for National Savings was sufficiently alarmed at the size of the inflow to introduce its £50,000 limit to deter the institutional investor.

## Reaction

The fact remains that despite some withdrawals since, the Department itself reckons that some £400m of the £1,600m now invested through the National Savings Bank's investment accounts is institutional money.

This is the money which City stockbrokers are saying ought to be withdrawn.

The Department for National Savings, and the Commissioners for the National Debt, two managers of the National Savings Bank's deposits, have taken the news that there are to be substantial withdrawals philosophically but it cannot be welcome to their masters in the Treasury.

The money invested through National Savings goes, more or less directly, to finance the

Government's borrowing requirements. Funds deposited with the National Savings Bank are deployed by the National Debt Office in the purchase of Treasury Bills, and local government securities, or placed on short-term deposit with the local authorities.

To the extent that they are withdrawn for investment elsewhere, the City will have to wait publication of the 1977 accounts, now with the Comptroller and Auditor-General, and due to be laid before Parliament in July.

For the moment, however, looks as though short-term deposits and maturing Treasury bills will be sufficient to meet £180m. of withdrawals now scheduled for the beginning of July without forcing the National Debt Office into substantial and costly sales of gilts.

Whether a further substantial tranche of withdrawals at the beginning of the following calendar month can be met with similar ease—should another rise in money market rates tempt the institutions which have not given notice of withdrawal—is doing so—remains to be seen.

## Assumption

However, it is a reasonable assumption that the effects of the gilt-edged market will not be dramatic unless the private dividend income held in investment accounts decides on a small policy of withdrawal.

The Department for National Savings ought not to be able to assume that that will not happen. But it can. Apathy and the reluctance of investors to make that extra step of investment make that certain.

As it is, some of the building societies now withdrawing whole sale funds from the National Savings Bank have noticed that the own depositors are making withdrawals in turn. But the money invested in National Savings Certificates.

But the money invested in National Savings Certificates.

## Leyland's share of market up slightly in May

BY TERRY DODSWORTH, MOTOR INDUSTRY CORRESPONDENT

BRITISH LEYLAND'S market share recovered slightly last month from the disastrous 17 per cent in April—but, at only a little over 21 per cent, it was still much lower than the target of 27 per cent set by executives earlier in the year.

According to preliminary figures, the State-owned company once again has been pushed firmly into second place in the market by Ford, which captured 22.5 per cent. Imports also did well, with a little over 48 per cent.

The figures indicate that Leyland is still having to struggle hard to sell now that dealers are no longer being buoyed up by the large Superdeal promotional effort. The company is reckoned by its competitors to have reasonable stocks of most of its leading car lines, except the Mini.

During the last month, there is also evidence that Japanese importers have been exercising some self-restraint, although this does not appear to have helped Leyland.

The Japanese share of the market in May came to about 10.5 per cent against 11.3 per cent in April. The share of Datsun, which is the leading Japanese importer, and which had 8.7 per cent in January, went down to 5.8 per cent.

Japanese car shipments also are beginning to decline at present, so that later in the year it is likely that sales will fall even further. But the Datsun dealership organisation is refusing to accept this position without a fight. It is aiming to present Mr. Edmund Dell, Trade Secretary, with a petition against Restrictions on shipments, which were agreed two months ago between the British and Japanese Governments. After that, it is planning a strong delegation to Tokyo to present a similar argument to the Japanese Ministry of International Trade and Industry.

Other Leyland dealers, such as Appleby and Caffrys, have also moved into alternative franchises recently.

Wadhams Stringer, one of Leyland's largest distributors, has decided to take on a Vauxhall/Bedford main dealership to add to the recent acquisition of a Ford franchise in Liverpool.

The move comes in a year when Mr. Michael Stringer, managing director, is also chairman of the Leyland Distributors' Council.

It follows a recent change of policy at British Leyland allowing its distributors to take on franchises with other manufacturers—a move which the dealers have sought because of the recent problems faced by the company.

Wadhams Stringer's acquisition is also significant because it takes the company, which is mainly southern-based, into the west country at Worcester.

This suggests that it will aim to develop its Vauxhall and Ford businesses in these territories, rather than British Leyland, which still prevents its dealers from establishing alternative businesses too close to existing Leyland outlets.

The company is also aiming to develop its commercial vehicle interests, which will be helped by the Bedford franchise, to give it less of a bias towards car dealers. Cars at present account for about 80 per cent of its sales.

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## Green Shield in store discount offer

By Our Consumer Affairs Correspondent

INTERNATIONAL STORES in the Green Shield trading stamp company are to launch a second "Super Discount" campaign. Under the scheme customers can redeem stamps for goods at exceptionally low prices.

Anybody who has collected enough stamps to fill a "Super Discount" booklet by spending around £8 will be able to cash it in at International for a range of goods costing 20p. Thus, customers will have to lay out only 1p for products such as M. Tips tea and bread which normally sell at 21p.

## Nile victory mug sells for £7,000

ONE OF the celebrated Derby mugs and a Colombine, from Victory of the Nile mugs, after the Italian comedy, after the Nelson of the Nile, with the reverse showing a picture of the British Fleet offshore, and inscribed "Victory of the Nile, August 1, 1798," set an auction record when it was sold at Christie's yesterday for £7,000.

It was bought by the London dealer, Winifred Williams, in a

The museum concentrates on Bow wares which were discovered on the site of the Bow factory nearby.

Other institutional purchases included the £2,500 paid by the Derby Museum for an early Derby Chinaware Group modelled by Andrew Planché, and the £1,600 paid by the Ulster Museum in Northern Ireland for a Worcester sabbie decorated (labeled circular dish painted) by Jeffries Hammett O'Neale.

In part dinner and dessert services, a Worcester Flight Bar, and Barr service painted in an Italian palette with an oriental figure with a parasol outside a pagoda in a wooded garden realised £4,500. It was bought anonymously.

Chairs were in demand at a Phillips furniture sale, which totalled £34,169. A set of 12 William IV carved mahogany dining-chairs sold to Bishop for £2,200 and eight carved mahogany dining-chairs in Georgian style went to Gordon for £1,250 (estimate £1,000).

A Phillips print sale totalled for a rare Bow group of Scarsa £11,400 and water-colours £9,230.

The same dealer paid £6,500, and set another record, for a rare white Derby Chinaware group of eight, from a set of the Senses modelled by Andrew Planché, depicting a Chinaman and companion in flowing robes with long sleeves, both seated on an oval rockwork base.

A coloured example of the same work last sold at Christie's in December, 1976, at £3,800. Christie's said later that it had also been active on behalf of the East London's Passmore Edwards Museum. It paid £4,200 for a rare Bow group of Scarsa £11,400 and water-colours £9,230.

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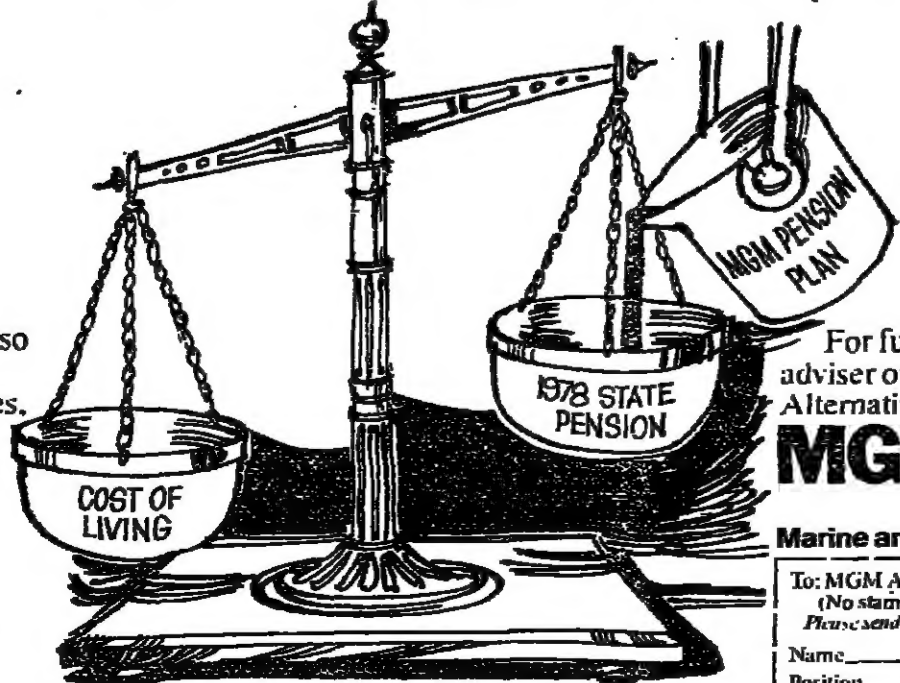
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## Marry us to Mrs Castle



Mrs Castle's new state pension scheme goes so far, but is that far enough? For most directors and higher paid employees, the answer is no.

Because the state scheme does not currently provide tax-free cash in hand at retirement, nor full security for your family if you should die before retirement—important points when you look at the escalating cost of living.

The solution to your problems could be MGM's 'Design for Retirement'.

MGM's plan enables you to build on the foundations of the state scheme—or your own private scheme—and create a tax-efficient package of fringe benefits for you and your employees.

'Design for Retirement' is simple to run—

because MGM does all the paperwork—and is so flexible it can be tailored to suit your own specific circumstances.

Why not find out more—you'll be glad you did.

For further information contact your financial adviser or ring Malcolm Powell on 01-623 8211. Alternatively, return the coupon at our expense.

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Position \_\_\_\_\_

Company Name \_\_\_\_\_

Company Address \_\_\_\_\_

\_\_\_\_\_ FT 9



# 'MILTON WHO?'

'The place is called Milton Keynes, Harry.'

'Sounds good. You think we should put the U.K. Operation there, right? Why?'

'Well for a start, we can move into the new factory just a month from today.'

*'That's fast.'*

'There are places all ready and waiting from 1,500 square feet...'

*'Bit small?'*

'...to 100,000 square feet. And there are some very nice sites available to build on.'

*'You on commission?'*

'Then there's communications. It's right on the M1, and the A5 goes right through the place, so does the main rail link from London...'

*'Hey, slow down, what's all this afive?'*

'The M1 is the main motorway from London to Birmingham, the A5 is the...'

*'Yeh okay. Highways, highways.'*

'There's no problem with housing the staff. And I don't think we'll have anything but compliments about the place. It's got good shopping, lots of schools, plenty of wide open spaces, lots of good pubs. It's just a few miles outside London.

And Oxford, Stratford, Cambridge are all easy drives.'

*'Yeh. Fine, fine.'*

'And it's the perfect base for serving Northern Europe. Apparently that's one of the reasons why Rank Xerox moved in.'

*'Americans there already?'*

'Oh yes, Coca-Cola, Nacanco, Hammond Organs, Reads, Allen-Bradley, Redken Laboratories, Southland Corporation.'

*'Great. I'm sold.'*

## MILTON KEYNES









# When a company is as deeply embedded in British daily life as we are, and is going public, it seems proper that you should know more about us.

Look about you. Right now. You are surrounded by aluminium. In all probability, metal of our manufacture. From the foil cap on your morning pinta to the high-tensile extrusions and plate that form the frame of Concorde, Alcan aluminium is contributing to British life at all levels.

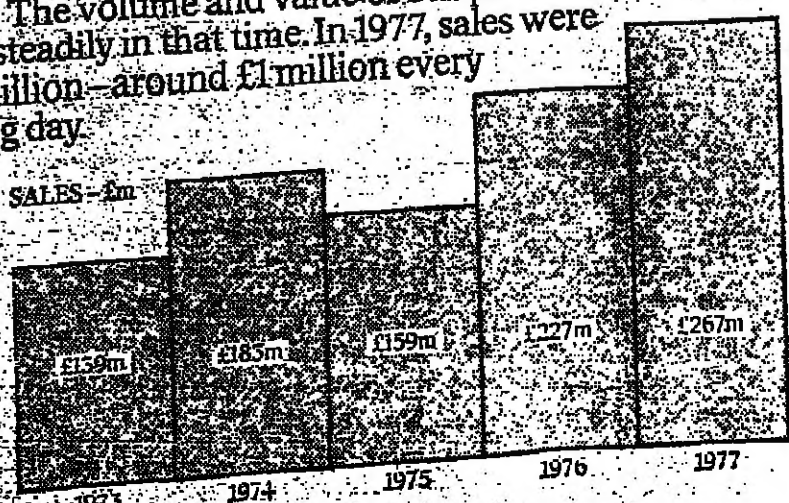
## At work in Britain since 1909

Beginning as Northern Aluminium Company Limited, Alcan has been in Britain for 69 years.

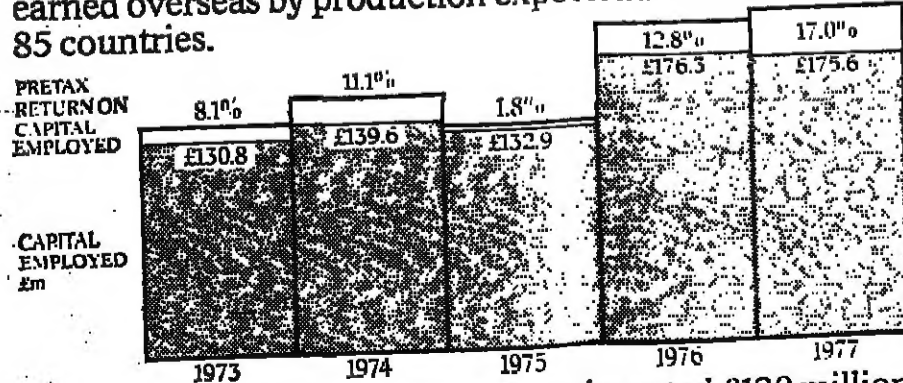
We now operate at 54 locations and employ more than 8000 people.

Alcan's smelter at Lynemouth (powered by its own coal-fired generators) produces 120,000 metric tonnes of primary aluminium ingot a year, one-third of the total UK production.

The volume and value of our production has grown steadily in that time. In 1977, sales were £267 million—around £1 million every working day.



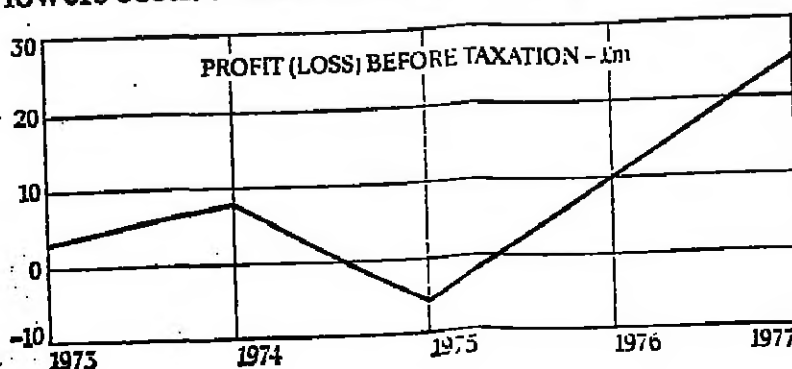
Of that, £64 million—almost a quarter—was earned overseas by production exported from the UK to 85 countries.



In the last ten years we have invested £120 million and plan to spend a further £24 million in 1978.

## Where will Alcan be in 2009?

The future of the company is the future of the metal. And its derivatives. And appears limitless. New uses, new applications, appear constantly. Increased demand increases production which lowers costs. Which stimulates more growth.



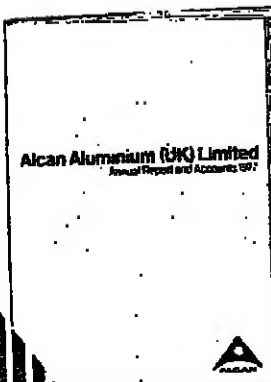
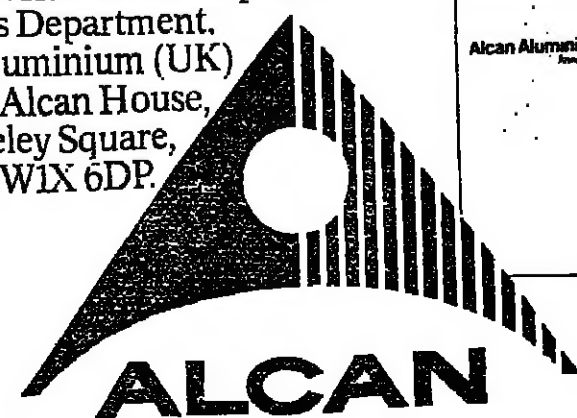
## Alcan products and interests: the expected and the unexpected.

Aluminium ingots	Strip for bottle closures	Refrigerated containers
Extruded sections	Ventilators and louvres	Strip for lithographic printing
Household and catering foil	Concorde components	Yacht masts
Roofing and cladding	Bullet proof glass	Armour plate
Extrusions for tennis racquets	Foil for bottle and yoghurt tops	Foil dishes
Windows and double glazing	High pressure gas cylinders	Cable sheathing
Bonded panels	Wire for knitting needles	Van bodies
		Packaging laminates

—these and countless other activities spread Alcan's interests through the transport, electrical, construction, packaging, domestic appliance and other industries, a form of diversification which contributes to stable growth.

If you would care to know of these matters in greater detail, please send for a copy of our Annual Report and Accounts for 1977.

Write to the Corporate Relations Department, Alcan Aluminium (UK) Limited, Alcan House, 30 Berkeley Square, London W1X 6DP.





NOTICE OF REDEMPTION

To the Holders of

Continental Oil International Finance Corporation

9 1/2% Guaranteed Debentures Due 1985 Issued under Indenture dated as of July 1, 1970

NOTICE IS HEREBY GIVEN that pursuant to the provisions of the above-mentioned Indenture, \$3,750,000 principal amount of the above described Debentures have been selected for redemption on July 1, 1978, through operation of the Sinking Fund, at the principal amount thereof, together with accrued interest to said date, as follows:

DEBENTURES OF \$1,000 EACH

34-5	1056	2066	3026	4086	5046	6016	6976	7936	8896	9856	10816	11776	12736	13696	14656	15616	16576	17536	18496	19456	20416	21376	22336	23296	24256	25216	26176	27136	28096	29056	30016	30976	31936	32896	33856	34816	35776	36736	37696	38656	39616	40576	41536	42496	43456	44416	45376	46336	47296	48256	49216	50176	51136	52096	53056	54016	54976	55936	56896	57856	58816	59776	60736	61696	62656	63616	64576	65536	66496	67456	68416	69376	70336	71296	72256	73216	74176	75136	76096	77056	78016	78976	79936	80896	81856	82816	83776	84736	85696	86656	87616	88576	89536	90496	91456	92416	93376	94336	95296	96256	97216	98176	99136	100096	101056	102016	102976	103936	104896	105856	106816	107776	108736	109696	110656	111616	112576	113536	114496	115456	116416	117376	118336	119296	120256	121216	122176	123136	124096	125056	126016	126976	127936	128896	129856	130816	131776	132736	133696	134656	135616	136576	137536	138496	139456	140416	141376	142336	143296	144256	145216	146176	147136	148096	149056	150016	150976	151936	152896	153856	154816	155776	156736	157696	158656	159616	160576	161536	162496	163456	164416	165376	166336	167296	168256	169216	170176	171136	172096	173056	174016	174976	175936	176896	177856	178816	179776	180736	181696	182656	183616	184576	185536	186496	187456	188416	189376	190336	191296	192256	193216	194176	195136	196096	197056	198016	198976	199936	200896	201856	202816	203776	204736	205696	206656	207616	208576	209536	210496	211456	212416	213376	214336	215296	216256	217216	218176	219136	220096	221056	222016	222976	223936	224896	225856	226816	227776	228736	229696	230656	231616	232576	233536	234496	235456	236416	237376	238336	239296	240256	241216	242176	243136	244096	245056	246016	246976	247936	248896	249856	250816	251776	252736	253696	254656	255616	256576	257536	258496	259456	260416	261376	262336	263296	264256	265216	266176	267136	268096	269056	270016	270976	271936	272896	273856	274816	275776	276736	277696	278656	279616	280576	281536	282496	283456	284416	285376	286336	287296	288256	289216	290176	291136	292096	293056	294016	294976	295936	296896	297856	298816	299776	300736	301696	302656	303616	304576	305536	306496	307456	308416	309376	310336	311296	312256	313216	314176	315136	316096	317056	318016	318976	319936	320896	321856	322816	323776	324736	325696	326656	327616	328576	329536	330496	331456	332416	333376	334336	335296	336256	337216	338176	339136	340096	341056	342016	342976	343936	344896	345856	346816	347776	348736	349696	350656	351616	352576	353536	354496	355456	356416	357376	358336	359296	360256	361216	362176	363136	364096	365056	366016	366976	367936	368896	369856	370816	371776	372736	373696	374656	375616	376576	377536	378496	379456	380416	381376	382336	383296	384256	385216	386176	387136	388096	389056	390016	390976	391936	392896	393856	394816	395776	396736	397696	398656	399616	400576	401536	402496	403456	404416	405376	406336	407296	408256	409216	410176	411136	412096	413056	414016	414976	415936	416896	417856	418816	419776	420736	421696	422656	423616	424576	425536	426496	427456	428416	429376	430336	431296	432256	433216	434176	435136	436096	437056	438016	438976	439936	440896	441856	442816	443776	444736	445696	446656	447616	448576	449536	450496	451456	452416	453376	454336	455296	456256	457216	458176	459136	460096	461056	462016	462976	463936	464896	465856	466816	467776	468736	469696	470656	471616	472576	473536	474496	475456	476416	477376	478336	479296	480256	481216	482176	483136	484096	485056	486016	486976	487936	488896	489856	490816	491776	492736	493696	494656	495616	496576	497536	498496	499456	500416	501376	502336	503296	504256	505216	506176	507136	508096	509056	510016	510976	511936	512896	513856	514816	515776	516736	517696	518656	519616	520576	521536	522496	523456	524416	525376	526336	527296	528256	529216	530176	531136	532096	533056	534016	534976	535936	536896	537856	538816	539776	540736	541696	542656	543616	544576	545536	546496	547456	548416	549376	550336	551296	552256	553216	554176	555136	556096	557056	558016	558976	559936	560896	561856	562816	563776	564736	565696	566656	567616	568576	569536	570496	571456	572416	573376	574336	575296	576256	577216	578176	579136	580096	581056	582016	582976	583936	584896	585856	586816	587776	588736	589696	590656	591616	592576	593536	594496	595456	596416	597376	598336	599296	600256	601216	602176	603136	604096	605056	606016	606976	607936	608896	609856	610816	611776	612736	613696	614656	615616	616576	617536	618496	619456	620416	621376	622336	623296	624256	625216	626176	627136	628096	629056	630016	630976	631936	632896	633856	634816	635776	636736	637696	638656	639616	640576	641536	642496	643456	644416	645376	646336	647296	648256	649216	650176	651136	652096	653056	654016	654976	655936	656896	657856	658816	659776	660736	661696	662656	663616	664576	665536	666496	667456	668416	669376	670336	671296	672256	673216	674176	675136	676096	677056	678016	678976	679936	680896	681856	682816	683776	684736	685696	686656	687616	688576	689536	690496	691456	692416	693376	694336	695296	696256	697216	698176	699136	700096	70105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Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOTTERS

SAFETY Heat sensitive cable gives fire warning

ABOUT TO come on the market is a fire detection system which is claimed to be as simple to install and operate as any of those of its type now available and yet be more efficient and lower in cost. It is based on the use of heat sensitive cable for all types of industrial complex, building and even domestic property and can also be used to protect processing plants where local overheating of bearings or other components might occur.

This latest challenger in the market is called Fire Sense. It comprises coaxial cables, the insulation of which is of a special formulation, linked to electronic alarm units (control) contained in cabinets which may be located anywhere within the area being protected.

The cabinets house plug-in cards for alarm logic, temperature monitoring devices and units which give audible and visual signals as soon as the temperature in areas laced with the cable rises above preset limits.

Two basic cable systems are available. There is Fire Sense 70 and Fire Sense 200 representing upper temperature limits of 70 and 200 degrees C. at which the cables may be installed and at which they will endure for long periods without degradation. The manufacturer says these temperatures can be exceeded by 30 degrees C. for brief periods without ill-effect.

The temperature at which the system—cable plus monitor—is set to trip an alarm can be above or below the rated temperatures. The cable will reset itself when

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THERE HAS been much research and development in short staple spinning over recent years and most of this effort has been directed towards producing an alternative to ring







## THE JOBS COLUMN

## Mr Carew's positive academy for job-hunters

BY MICHAEL DIXON

"WHAT can you do for us, Tom?" the telephone caller asked the head of the Percy Coutts careers consultancy in London. "We're shutting 23 bakeries and making 8,000 people redundant." That was two months ago.

"What could I say to them?" the same Tom Carew asked me the other day. His question was purely rhetorical. "I said I'd do the lot."

So he mustered four of his staff, conscripted four of the jobless executives whom his consultancy trains to re-invade the employment market, commissioned 23 snappy posters proclaiming "Coutts is here," and led his squad on a tour of Spillers' doomed bakeries. "We couldn't deal with so many people individually," he said, "so we talked to them in groups."

The talks given by Mr. Carew would typically begin with a thoughtful smoothing of his fine grey hair, and words much like the following: "I said I'd do the lot."

"So you've been told you are redundant. Well, I'm sorry, but where are you going to go now—to the grave or something?"

"The truth is that you aren't redundant. It's this business operation that is redundant. You are all valuable workers. And you're not joining a long queue of unemployed. No queueing is necessary."

"You're going into a pool, are you?" he said. "You can be out of it again in a few hours if you swim properly. And times aren't bad for you. They're good because it does—and the person's need is to get a new job, there's no use knowing anything about job-hunting, which you soon will."

This kind of oratory has clear overtones of Sir Henry Newbolt and "Play up! play up! and play the game!" But anyone who pointed out the resemblance to Tom Carew, have to go in the waste bin would not displease him. Facing the facts and squaring the shoulders are in his view the essential first steps to recovery from unemployment.

A bit of inspirational help is therefore worth any amount of pity. And if revitalising the newly jobless requires Mr. Carew to behave like a somewhat old-fashioned public school headmaster, then so be it.

"We're entirely on their side, but we don't pander to them. I'm highly autocratic. I don't allow them to argue with me. We're in a capitalist society, and what the people who come to us here need is to be made to learn to look after Number One."

In teaching them, Coutts's staff do not mince words. An unemployed manager whose demurs at such tactics is summarily convicted of "negative thinking" and fined 30p.

There are few worse offences. Only by saying or writing "I was made redundant" (50p), "I was involved in a clash of personalities" (50p), or "I am redundant" (50p) can a customer incur a heavier fine. The lightest is 10p for the wearing of each or any of a white shirt, a woollen scarf, a cardigan, or a club tie. Last week's takings, paid to the Salvation Army, were £7.90.

The system of fines works. Tom Carew believes, by reminding the jobless to be careful in promoting their own interests. "And generally they soon learn to do that, although I do wish I could say the same about the companies that find themselves having to carry out redundancy exercises."

"You know, an announcement that so-and-so is putting so many people out of work is likely to make the company's buyers go off and look for other suppliers, which increases the risk of having to make more people redundant in future. If a business is to avoid effects like that, then careful public relations planning is necessary. So I've lately started to extend our services to advising companies on redundancy exercises so they can give the best possible chance not only to the employees' interests, but also their own."

Spillers did not do this, he feels, with the result that Coutts's possibilities were confined in the main to first aid. "But you can still help a fair deal. For instance, most workers don't realise that employers tend to look very favourably on candidates who live close to the company site. Proximity is a highly saleable advantage, and people can be taught to make use of it in just a few minutes."

In general, however, the immediate stiffening of personal morale was the best Mr. Carew's squad could do for the Spillers 8,000, most of whom have now disappeared from his ken. The only exceptions are some 30 managers of the closed bakeries who are training under Coutts's tutelage for re-entry to the working world. The charge, usually paid by the former employer, is 7½ per cent of salary, although discounts of up to 50 per cent are available for bulk orders.

## "Terrible"

"Like almost everybody, they were terrible at the start. It's not just that they don't know how to sell themselves. They don't even know that they can or should do. And it's going out and selling yourself that counts."

## MEDIUM TERM FINANCING

A major, locally-owned bank in a Gulf State requires an Officer fluent in written and spoken Arabic with detailed working knowledge of all aspects of documentation for syndicated loans.

The position would suit someone between 25 and 35 years of age who is willing to spend a limited period abroad in order to add depth to his career experience.

The individual should be prepared to live in the Middle East for at least two years and to train local staff in the support of the lending operations of the bank.

A university degree or appropriate qualification is preferred but is not essential provided a thorough knowledge of the technical aspects of the job can be demonstrated and the applicant has a good working knowledge of the English language.

The bank, which is one of the oldest in the area, has an excellent reputation, both in the domestic and international markets, together with first-class connections. The lending operations of the bank have been developed to a point where in order to sustain the development and expand this additional capacity for growth, another specialist in medium-term financing is now needed.

A competitive salary will be offered in an income tax-free country together with free accommodation, a car and generous arrangements for home leave.

In the first instance please send a detailed curriculum vitae to Box A.6374, Financial Times, 10, Cannon Street, EC4P 4BY.

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As part of the management team, the successful candidate will control the finance function, and be responsible for the further development of reporting procedures and computer based systems.

Applicants should be chartered accountants probably aged around 30. They should ideally have experience of a relevant service industry and demonstrate the commitment to succeed in a challenging environment.

Success in this position should lead to a Board appointment.

For more detailed information and a personal history form please contact Nigel V. Smith, A.C.A. or Peter Dawson, B.A. quoting reference 2148.

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Our client is a major division of a specialist manufacturing company with a turnover of £200m and is a world leader in its field.

It is now planned to strengthen the central finance function through the appointment of a Financial Controller who will report to the Financial Director. The parameters of the position are broad and encompass control over financial and management reporting, short and long range planning, and the extension of computer based systems. In addition, the successful candidate will be expected to make a positive contribution to the company's development.

Applicants must be qualified accountants, probably aged 30-40, who have developed broad experience in an industrial environment requiring the interpretation and analysis of information. They should be able to successfully motivate staff and demonstrate the commitment and flexibility necessary to succeed in a demanding senior management role.

For more detailed information and a personal history form please contact Nigel V. Smith, A.C.A. quoting reference 2151.

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Hong Kong c. £10,000

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Our client, the Hong Kong Practice of a major international firm of Chartered Accountants, employs over 500 staff. Due to continuing expansion of the tax department the Practice now seeks to recruit a Tax Specialist to act in a consultative capacity and undertake a number of special assignments.

As there is an international flavour to the work, candidates should be able to demonstrate an interest in this field. It is anticipated that the appointee will have gained a minimum of two years tax experience in the U.K.

For further information on this appointment and details of living conditions in Hong Kong please contact either Brian Warren B.A., or Richard Norman F.C.A. quoting reference 2159.

Overseas Division

## Douglas Llambras Associates Ltd.

Accountancy & Management Recruitment Consultants,  
410, Strand, London WC2R 0NS. Tel: 01-836 9501  
121, St. Vincent Street, Glasgow G2 5HW. Tel: 041-226 3101  
3, Coates Place, Edinburgh EH3 7AA. Tel: 031-225 7744



## TAX SPECIALIST

£14,000 p.a.

Old established firm of chartered accountants have a vacancy for a tax specialist in their London office.

The successful candidate will be a Chartered Accountant, preferably a graduate, between 30 and 40 years of age. Starting salary will be £14,000 per annum and there are partnership prospects.

Please write giving full particulars to Box A. 6373, Financial Times, 10, Cannon Street, EC4P 4BY.

## UNIVERSITY OF GLASGOW

## CHAIR OF ACCOUNTANCY

Applications are invited for appointment to a Chair of Accountancy, to be held from 1st October, 1979, or such later date as may be arranged. The Chair is one of three Chairs of Accountancy in the University and falls vacant on the retirement of Professor D. H. Pat.

Appointments will be in the Department of Accountancy in which the present staff are Professor David Pitt, Professor J. C. Shaw, 3 Senior Lecturers and 3 Lecturers with the assistance of part-time lecturers and tutors.

The Professor will participate in the teaching and research of the Department according to his special interests which may be in any of the areas of financial accounting and reporting, managerial accounting or business finance. It is intended that the Professor will assume direction of the doctoral programme which has recently been approved and that he will take a major part in developing research interests.

Persons with primary qualifications and experience of doctoral work and research in a cognate area and with interests in accounting which they now wish to develop will be considered.

Further particulars may be had from The Secretary of the University, Cairn (Room 21), The University of Glasgow, Glasgow, G12 8QQ, with whom applications (12 copies) giving the name and address of three referees, should be lodged on or before 30th June, 1978.

In reply please quote Ref. No. 412845

## DIRECTOR

FINANCE & ADMINISTRATION  
London Area

A successful U.S. company is establishing its European headquarters in the London area, and is seeking a dynamic Director of Finance and Administration.

If you have a recognised management record with an international company or accountancy firm, or have moved from accountancy into an international role within industry, we are offering a responsible and challenging position.

This Director will develop and implement written financial policy procedures, establish and maintain a forecasting system, and set up commercial and distribution systems by working with dealers and branch offices throughout Europe. In addition, this executive will develop and implement administrative and financial control systems and will interface with parent company finance, as well as make financial policy appraisals, reports and audits. The potential candidate should have a firm understanding of international cash management, collection procedures, payroll and corporate taxes, as well as a well-rounded background in all areas of corporate accounting. We are looking for an experienced top manager, capable of self-motivation as well as motivating others. We need a practical, mature, confident individual with an outgoing personality. A basic knowledge of German or French is desirable. Qualified applicants should send a resume including salary history in confidence to: Box F.1022, Financial Times, 10, Cannon Street, EC4P 4BY.

Actuarial Student  
Leading mutual life office, Salisbury.  
Excellent salary/benefits

We have a busy Actuarial Department, responsible for valuation, policy alteration and surrender value calculations, special quotations and actuarial investigations.

A vacancy has arisen for a student who has passed 3 or 4 of the Group A examinations. The successful candidate will join our existing actuarial staff and will, in due course, be involved in all aspects of departmental work subject to progress and ability.

In addition to an excellent salary and fringe benefits, including a generous allocation of study time, there is the opportunity of a progressive career. It is our policy to move students from time to time so as to enlarge their experience.

Please write or telephone for an application form quoting reference No. HO/22 to:



Miss J. E. Berry,  
Personnel & Training Manager,  
UK Provident, Dolphin House,  
New Street, Salisbury,  
Wilts SP1 2QQ.  
Tel.: Salisbury (0722) 6242

## CONTROLLER

We are a subsidiary operation of a dynamic growth-oriented, U.S.-based oil service company seeking applicants for the position of Controller. Qualified applicants will possess at least five years' experience in a senior accounting position.

This is an excellent growth opportunity offering a competitive compensation and located in Montrose, Scotland.

Please reply to:  
Mr. R. G. Ross,  
HydroTech Services U.K. Ltd.,  
Sea Oil Support Base,  
Ferryden,  
Montrose DD10 9SL, Scotland.

## INVESTMENT ANALYST

A young man or woman of proven ability is required as an Investment Analyst based in Douglas, Isle of Man which is a low tax area. There are no fringe benefits but a higher than average remuneration will be paid.

Write Box A.6372, Financial Times, 10, Cannon Street, EC4P 4BY.

## General Manager

## Banking-Yemen (Sanaa)

is required for the newly established "Yemen-Kuwait Bank for Trade and Investment".

In addition to the normal management activities, the General Manager will be deeply involved in the setting up of the banking operations, and will be responsible for the rapid and profitable growth of the Bank's business.

Applicants, aged 35 to 45, should have a minimum of ten years' comprehensive retail banking experience, preferably in a developing country, and should now hold a senior position with a commercial bank.

Salary will be around US\$ 48,000 and benefits will include accommodation, car, six weeks' annual leave, and generous assistance with children's education.

Please write - in confidence - to A. R. Duncan ref. B.1074-1.

**MSL** Management Consultants  
Management Selection Limited  
17 Stratton Street London W1X 6DB

INSTITUTE OF ORTHOPAEDICS  
UNIVERSITY OF LONDON

Applications are invited for the post of  
INSTITUTE SECRETARY

This Institute is a Postgraduate Medical School associated with the Royal National Orthopaedic Hospital. There are sections in London (Gt. Portland St.) and in Stanmore, Middx., where the Administrative offices are located. The salary is £5,954-£7,038, plus London Weighting £450 (University scale, under review). A job description and further details are available from the Secretary, Inst. of Orthopaedics, Royal National Hospital, Brockley Hill, Stanmore, Middx. Applications with names of three referees should be received by June 30th.

INVESTMENT  
ANALYST

The Standard Life Assurance Company has a vacancy for an Investment Analyst in the Head Office of the Company in Edinburgh. The Company is the largest mutual life office in Europe and has funds in excess of £2,000 million pounds.

Ideally, candidates should have an accountancy qualification and previous investment experience would be an advantage.

A good salary will be paid, the level depending upon age and experience. Other benefits include non-contributory pension scheme, staff house purchase scheme, dining room facilities etc.

Applications should be made in writing to:  
The Staff Manager



**Standard Life**

3 George Street Edinburgh EH2 2XZ

JOB  
HUNTING?

OVER £5,000  
UNDER £25,000  
OVER 27  
UNDER 57

If "yes" to all these, we can help you get a better job quicker. We are not an agency but Europe's most experienced executive and professional career counsellors, so telephone us now for more information about our services.

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140 Grand Buildings, Trafalgar Square, WC2.

AUDITORS AND  
BUDGET MANAGER  
FOR SAUDI ARABIA

Group of companies is in immediate need of qualified and experienced personnel to fill above positions. Excellent salaries and working conditions. Please send resume stating telephone number to:

CONCORDIA

20, Westcombe Park Villas,  
London W2 5EA

VERY PROFITABLE  
HIRE COMPANY

Requires

ASSISTANT TO THE  
MANAGING DIRECTOR

Responsibilities will include both investigation of possible acquisitions, and the actual setting up of new branches with their continued management. Phone or Write to:-  
M. D. J. F. Maw, PowerTech,  
Bridgeside, 1 Brandon Road,  
London N7 9AA. 01-4697 8344

هكذا من الأصل



# SEEKING U.K. Staff in Construction Field.

A leading Korean construction company working in the international market is seeking to strengthen its existing staff to keep up with recent market expansion.

We would be interested in talking to applicants wishing to work in England, Middle East, or Korea with experience in one or more of the following fields:

- Civil or Architectural Engineering with specialization in Scheduling, Specification Preparation, Procurement Control, or Contract Coordination.
- Mechanical Engineering with specialization in HVAC
- Electric Engineering
- Equipment, Materials Procurement and Expediting
- Contract Administration

Applicants with U.K. nationality should preferably have 5-10 years of experience and hold professional qualifications.

We will offer you a competitive salary to match your ability together with good fringe benefits, family accommodation in Middle East or Korea, packing and removal expenses where necessary.

If you feel you have the right experience, please send a detailed resume of your background and experience with an indication of the salary and special conditions if any to:

- London** : Mr. J.H. Kim, Flat 51, Laitner Court, Hammesmth Road, London W6  
Tel: 033849 DAELIM G. Tel: 01-741-3393
- New York** : Mr. P.H. Lee, 270 Park Ave., South, New York, NY 10010  
Tel: 425574 DNYB UL Cable: NYBUSA  
Tel: 260-6410, 260-6411
- Tokyo** : Mr. S.S. Yang, 4-3-2, Shimbashi, Minato-ku, Tokyo  
Tel: 427535 DAELIM TK Tel: 03-436-1826/7, 03-434-6339
- Saudi Arabia** : Mr. K.S. Lee, P.O. Box 2346 Dammam  
Tel: 601179 DAELIM SJ Tel: 20221, 27138
- Iran** : Mr. U.M. Yoo, P.O. Box 1247 Ahwaz  
Tel: 612056 PDAT IR Tel: 20624
- Qatar** : Mr. M.S. Joo, P.O. Box 3750 Doha  
Tel: 4575 DAELIM QH Tel: 325371
- Hong Kong** : Mr. I.S. Park, 2605 American Intl Tower, 16-18, Queen's Road, Central HKG  
Tel: 73073 PARK HK Cable: DAELIM HONG KONG  
Tel: 5-227866, 5-239999
- Singapore** : Mr. C.M. Kim, P.O. Box Newton 98  
Tel: DAELIM RS 23283  
Cable: DAELIM IND SINGAPORE  
Tel: 2523151/2
- Korea (Head Office)** : Mr. O.S. Yoo, Overseas Business Dept.  
C.P.O. Box 5505 Seoul  
Tel: DAELIM K2279 & K24387  
Cable: DAELIMIND SEOUL  
Tel: 70-8221, 9221

**DAELIM INDUSTRIAL CO., LTD.**

## MANAGING DIRECTOR FOOD COMPANY

Manchester/Liverpool

Age 30-40 - Remuneration Negotiable

Our client is a large, successful and fast growing company in the French food manufacturing industry with an established U.K. subsidiary in the North West. As part of the UK expansion programme they wish to appoint a managing director whose task will be to:

- Plan and implement UK marketing of the Company's range of products
- Organise the sales force and product distribution arrangements

Interested candidates should have:  
Experience at marketing director level in a company retailing perishable foods  
A working knowledge of UK supermarket distribution  
Fluency in French

Please reply with C.V. in confidence to:

**E. Weil**  
**EXPORT ASSISTANCE INTERNATIONAL**  
87 Rue Saint Lazare, 75003 Paris, France

## CARGILL SUGAR LTD. LONDON

seek an  
**ADMINISTRATION MANAGER**  
for their CITY office

To organise and control the administration of our world-wide sugar trading activities.  
General areas of responsibility will include ensuring the correct execution of contracts, forwarding, shipping, accounting, inventory, letters of credit.

His/Her will also be liaising with our overseas offices on administrative matters.  
The candidate should have previous experience (minimum 5 years) at a senior level in commodity administration (preferably sugar) with an international trading house.  
The manager will report at Director level.

- Excellent salary
- Non-contributory pension
- 4 weeks holiday

Write in confidence for application form to:

**Mr A L McDonald, Personnel Manager**  
**TRADAX ENGLAND LIMITED**  
Kempson House, 35/37 Camomile Street  
London EC3A 7AT

## SEMINARS

### LIE DETECTOR SEMINAR

27th JUNE, INN ON THE PARK, W.I.

Communications Control Systems Inc., and 20th Century Security Education present the first seminar in Europe on the use of the Unique Voice Stress Analyser Mark IX-P. The seminar will cover the entire subject of lie detection from theory and development to applications, by explaining the techniques of interrogation, practical use and legal considerations.  
If you feel you should be part of this important seminar please apply to Communications Control Systems Inc., 13 Wilton Mews, London, SW1, Telephone 01-235 9112.

## COMPANY NOTICES

### CIE INTERNATIONALE DES WAGONS-LITS ET DU TOURISME S.A.

The following Coupons of the above-mentioned Company are payable on and after 6th June 1978, being the dividend for the financial year 1977.

#### PREFERENCE SHARES

Coupon No. 65 at B.F. 35 each detached from shares of B.F. 500 each.

#### ORDINARY SHARES

Coupon No. 45 at B.F. 35 each detached from shares of B.F. 500 each.

Coupons from share warrants regularly deposited, which are owned by residents of the Scheduled Territories, will be paid at the current rate of exchange by the undermentioned Bank who require lodgement three days before payment, and who will supply listing forms if required.

Coupons from Preference shares and Ordinary shares must be listed on separate forms.

#### REGISTERED CERTIFICATES

The above dividend is also payable to holders of registered certificates for shares of B.F. 500 each. These certificates must be presented at the undermentioned Bank for collection of the dividend in Belgium.

Coupons and certificates, the property of owners resident outside the Scheduled Territories, should be presented for payment in Belgium.

Midland Bank Limited, International Division, 40 Gracechurch Street, London, EC3P 3BN.

#### STATE OF KANSAS 5% SINKING FUND 1978

ISSUE OF NEW COUPON SHEETS  
Holders of Bonds are advised that on and after 12th June 1978 new coupon sheets No. 101 to 150 may be obtained in exchange for the old coupon sheets at the Kansas State Treasurer's Office, 1000 West 10th Street, Topeka, Kansas 66601. Listing forms are available at the Kansas State Treasurer's Office, 1000 West 10th Street, Topeka, Kansas 66601. Bonds must be left in appropriate period for examination and will not be accepted through the post.

#### ART GALLERIES

GILBERT PARK GALLERY, 285, King's Road, Chelsea, London SW3 4LP. Recent paintings until June 24. Open Tues-Sat, 10.30-5.30.

ROYAL GALLERY, 10, Bruton Street, London W1A 2BT. British and French Modern Paintings and Modern British Masterpieces. 40, Albemarle Street, Piccadilly, W.1.

#### OBITUARY

GARRICK HARRY SCHNEHL, of 95 London Rd, Brixton, Former Chartered Accountant. Suddenly after a short illness on 2nd June 1978. Aged 72 years. Greatly loved husband of the late Mrs Garrick and the dearest friend and loved father of Richard. Funeral service at St Michael's Church on Monday, 12th June at 11 a.m. Followed by private cremation. CF flowers only please. To Mr. Hurry, 55 Bradford Street, Brixton.

## CLASSIFIED ADVERTISEMENT RATES

	per line	single column cm.
Commercial and Industrial Property	4.50	14.00
Residential Property	2.00	8.00
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Premium positions available (Minimum size 40 column cms.) £1.50 per single column cm. extra

For further details write to:

**Classified Advertisement Manager,**  
Financial Times, 10, Cannon Street, EC4P 4BY.

## Anglo American Corporation of South Africa Limited

(Incorporated in the Republic of South Africa)

Provisional annual financial statements for the fifteen months ended 31st March, 1978

The following are the unaudited financial results of the Corporation and its subsidiaries for the fifteen months ended 31st March 1978 and an abridged consolidated balance sheet at that date. It should be noted that as a result of the change of the financial year end and of the merger of Rand Selection Corporation Limited (RSC) with this Corporation and thus the inclusion with effect from 1st January, 1977 of its assets and those of other companies which by virtue of the merger became subsidiaries, the figures for the fifteen months to 31st March, 1978 are not comparable with those for the twelve months ended 31st December, 1978.

	Fifteen months ended 31.3.78 R000's	Year ended 31.12.78 R000's
Investment income—general investment	213 179	57 181
Interest, fees and other income less expenses	38 722	19 230
Trading profits	8 847	—
Surplus on realisation of general investments	18 192	2 001
	278 901	108 412
Costs of production	15 184	9 487
Provision against investments	5 000	2 300
Provision against stocks	20 185	14 847
	238 628	135 046
<b>GROUP PROFIT BEFORE TAXATION</b>	<b>238 628</b>	<b>135 046</b>
<b>TAXATION</b>	<b>16 962</b>	<b>4 647</b>
<b>GROUP PROFIT AFTER TAXATION</b>	<b>221 666</b>	<b>130 399</b>
Outside shareholders' interests in profits of subsidiaries	46 223	2 840
Preferential dividends—RSC	286	289
<b>EARNINGS ATTRIBUTABLE TO ORDINARY SHAREHOLDERS</b>	<b>175 157</b>	<b>127 270</b>
Per share (100 shares = 1 share)	175.157	127.270
Ordinary dividends (Note 1)	99 132	40 465
<b>RETAINED PROFIT BEFORE EXTRAORDINARY ITEM</b>	<b>86 025</b>	<b>86 805</b>
Extraordinary item—RSC	37 463	20 000
<b>RETAINED PROFIT AFTER EXTRAORDINARY ITEM</b>	<b>123 488</b>	<b>106 805</b>
Unappropriated profit 31st December 1978	15 976	16 884
Retained profits of subsidiaries acquired during the period attributable to the Corporation's former minority interest	15 744	—
	31 720	16 884
Adjustment therein arising from changes in exchange rates	(311)	86
Adjustment in respect of previous year's taxation	(1 288)	—
	29 111	16 970
29 077	29 077	29 077
27 025	27 025	27 025
<b>UNAPPROPRIATED PROFIT, 31st March 1978</b>	<b>17 332</b>	<b>16 976</b>

Notes:

- The rate of income tax on the enlarged group is higher than normal in the quarter to 31st March each year. The results for the fifteen months under review, which include two March quarters, are enhanced accordingly. Earnings per share for the twelve month period to 31st March, 1978, based on the number of ordinary shares effectively in issue during the period, would have been approximately 70 cents per ordinary share.
- The issued ordinary share capital of the Corporation is 222 964 832 shares. However, the earnings per share have been based on the effective number of shares in issue during the fifteen months to 31st March calculated as follows:

Issued ordinary share capital at 31st December 1978	222 964 832
Shares bought back in respect of the consolidation of RSC with effect from 1st January 1977	(69 999 856)
In respect of the consolidation of RSC with effect from 1st January 1977, 21 125 076 ordinary shares in Anglo American Corporation, reduced in proportion to the period the shares were in issue during the fifteen months to 31st March 1978	(15 228 826)
In terms of the share incentive scheme	114 500
	217 086 650

### FINAL DIVIDEND No. 84 ON THE ORDINARY SHARES

A final dividend of 25 cents per share (1978/79) is payable in respect of the fifteen months ended 31st March 1978. The dividend is payable on 27th July 1978 to shareholders registered in the books of the Corporation at the close of business on 24th June 1978 and to persons presenting coupon No. 84 detached from their warrants to bearer. This dividend, together with the special and interim dividends of 8.25 cents and 12 cents per share, respectively, declared on 24th June 1977 and 24th November 1977, make a total of 45.25 cents per share for the fifteen months period 1977/78. A notice compelling payment of this dividend to holders of share warrants to bearer will be published in the Gazette by the London Secretary on or about 18th June 1978.

The transfer of shares and registers of members will be closed from 24th June to 7th July 1978, both days inclusive, and warrants will be posted from the Johannesburg and the United Kingdom offices of the transfer

	31.3.78 R000's	31.12.78 R000's
Capital and reserves	22 296	13 172
Ordinary shares	—	202
Share premium	365 819	50 213
Non-distribution reserve	470 269	367 104
Distributable reserves	838 384	469 689
Ordinary shareholders' equity	470 269	470 269
Preferred stock	863 133	474 451
Long term liabilities	166 541	60 038
Life insurance funds	430 787	—
Outside shareholders' interests in subsidiary companies	92 271	40 006
Loans—associated companies and others	419 138	287 050
Deferred taxation	2 220	—
<b>Creditors</b>	<b>62 377</b>	<b>30 635</b>
Creditors, taxation and provisions	53 741	33 074
Shareholders for dividends	11 208	—
Bank overdrafts	129 386	54 007
	2 129 827	898 554
<b>Represented by:</b>		
Investments		
General investments:		
Listed—market value	713 779	411 009
R1 989 731 000 (1978: R934 221 000)		
Unlisted—directors' valuation	121 706	114 679
R272 286 000 (1978: R188 059 000)		
Life insurance investments	855 575	525 488
	572 057	—
Fixed assets	1 407 032	525 484
	40 178	11 433
Leasing assets	10 401	—
Instalment debtors less deferred income	17 030	—
Loans—associated companies and others less provision	210 437	291 558
Goodwill	—	8 580
Other assets		
Stocks, stores and work in progress	8 208	—
Debtors	100 840	33 104
Cash on deposit, at call and short notice	325 101	67 981
	443 949	101 178
	2 129 827	898 554
	1978 R000's	1978 R000's
1. Ordinary dividends comprise:		
Special interim dividend of 8.25 cents per share on 201 734 956 shares	16 842	—
Interim dividend of 12 cents (1978: 8 cents) per share on 222 964 832 shares	25 748	10 534
Final dividend of 25 cents (1978: 25 cents) per share on 222 964 832 shares	55 741	32 831
	98 131	43 465
2. The extraordinary item comprises:		
Provision against investment in Société Minière de Tenke-Fungurume	10 363	20 000
Provision against investment in Botswana R.S.T. Limited	23 100	—
	33 463	20 000

For and on behalf of the Board  
H. F. OPPENHEIMER  
44 Main Street  
Johannesburg 2001  
6th June 1978  
G. W. H. RELLY  
Directors

secretaries on or about 27th July 1978. Registered shareholders paid from the United Kingdom will receive the United Kingdom currency equivalent on 18th July 1978 of the net value of their dividends (less appropriate taxes). Any such shareholders may, however, elect to be paid in South African currency, provided that the request is received at the offices of the Corporation's transfer secretaries in Johannesburg or in the United Kingdom on or before 23rd June 1978.

The effective rate of non-resident shareholders' tax is 11.0833 percent.  
The dividend is payable subject to conditions which can be inspected at the head and London offices of the Corporation and at the offices of the Corporation's transfer secretaries, Consolidated Share Registrars Limited, 62 Marshall Street, Johannesburg 2001, and Charter Consolidated Limited, Charter House, Park Street, Ashford, Kent TN24 8EQ.

By order of the Board  
J. T. GOLDFINCH  
Managing Secretary  
Head Office:  
44 Main Street  
Johannesburg 2001

## CONTRACTS AND TENDERS

The Workers' Council of the Municipal Organization of Associated Labour for Water Supply and Sewer Systems "VODOVO" 32000 CACAK, YUGOSLAVIA, Vojvode Stepa Str. No. 8 announces:

### INTERNATIONAL COMPETITIVE BIDDING FOR SUPPLY OF MATERIAL FOR WATER SUPPLY IN CACAK—YUGOSLAVIA PART F1

Tender Documents Nos. 15/1 and 15/3

**WORK TO BE TENDERED:**  
Supply of equipment (pipes and fittings) for Waterworks structures in Cacak.

**COST OF WORKS:**  
Tentative cost of material and equipment is 4,000,000.00 Dinars, comprising necessary material for construction of distribution pipeline of 300 up to 640 with length of 3,300 metres of cast iron pipes and appertaining fittings, as well as 1,350 metres pipeline of 6 inch—all FOB Cacak Site.

**DELIVERY TERMS:**  
90 days from the date of receipt of Employer's order to commence the works.

**CLOSING DATE FOR RECEIPT OF TENDERS:**  
45 days from the date of publishing the invitation for submission of tenders in this newspaper.

**DECISION TO BE MADE:**  
The decision on selection of the successful Tenderer shall be made within 10 (ten) days from the closing date for receipt of tenders.

**TENDER DOCUMENTS:**  
The tenders shall be submitted exclusively on the forms provided in the Tender Documents. Two sets of Tender Documents can be obtained:

- against payment of 3,000.00 Dinars, payable to the current account of "VODOVO"—Cacak No. 61300-601-1078, held with the Government Auditing Office, for local tenderers
- against payment of US\$150.00 payable to the current account of "Energo-projekt" No. 60818-820-58-25730-421-104-1074 held with the Yugoslav Bank for Foreign Trade, Belgrade. Tender documents for foreign tenderers can be obtained at the Energo-projekt offices, Department for Municipal and Industrial Sanitary Engineering, Zelenci Venac Str. No. 18, Belgrade, IV floor, phone number 011-627522, ext. 433.

**RIGHT TO PARTICIPATE IN TENDERING:**  
Companies from member countries of the International Bank for Reconstruction and Development (IBRD) and from Switzerland.

**SUBMISSION OF TENDERS:**  
The tenders shall be submitted to the following address:

**VODOVO**  
Vojvode Stepa Str. No. 8  
32000 CACAK  
Yugoslavia.

Particulars of the draw numbers of the Bonds drawn are published in a Supplementary List Official, on 25 May 1978, which may be obtained from the Government Office of the Supplementary List, and may also be obtained from the London Secretary, 17, Grosvenor Place, London, W.1. Bonds are issued in the form of a certificate, and the Central Bank of Ireland, concerned with the payment of the principal monies payable, Ireland, and some of the following:

	4.50%	7.50%	7.50%
4.50% New Land Bonds	3,000	7.50% Land Bonds	75,000
4.50% Land Bonds	20,000	7.50% Land Bonds	37,000
4.50% Land Bonds	7,500	9.50% Land Bonds	137,000
4.50% Land Bonds	10,000	9.50% Land Bonds	120,100
4.50% Land Bonds	2,500	12.50% Land Bonds	281,900
4.50% Land Bonds	3,000	12.50% Land Bonds	88,900
4.50% Land Bonds	3,000	12.50% Land Bonds	—
4.50% Land Bonds	3,000	12.50% Land Bonds	—

Particulars of the draw numbers of the Bonds drawn are published in a Supplementary List Official, on 25 May 1978, which may be obtained from the Government Office of the Supplementary List, and may also be obtained from the London Secretary, 17, Grosvenor Place, London, W.1. Bonds are issued in the form of a certificate, and the Central Bank of Ireland, concerned with the payment of the principal monies payable, Ireland, and some of the following:

	4.50%	7.50%	7.50%
4.50% New Land Bonds	3,000	7.50% Land Bonds	75,000
4.50% Land Bonds	20,000	7.50% Land Bonds	37,000
4.50% Land Bonds	7,500	9.50% Land Bonds	137,000
4.50% Land Bonds	10,000	9.50% Land Bonds	120,100
4.50% Land Bonds	2,500	12.50% Land Bonds	281,900
4.50% Land Bonds	3,000	12.50% Land Bonds	88,900
4.50% Land Bonds	3,000	12.50% Land Bonds	—
4.50% Land Bonds	3,000	12.50% Land Bonds	—

Particulars of the draw numbers of the Bonds drawn are published in a Supplementary List Official, on 25 May 1978, which may be obtained from the Government Office of the Supplementary List, and may also be obtained from the London Secretary, 17, Grosvenor Place, London, W.1. Bonds are issued in the form of a certificate, and the Central Bank of Ireland, concerned with the payment of the principal monies payable, Ireland, and some of the following:

VOJVOĐA	4.50%	7.50%	7.50%
Vojvode Stepe Str. No. 8	3,000	7.50% Land Bonds	75,000
3200 CACAN	20,000	7.50% Land Bonds	37,000
	7,500	9.50% Land Bonds	137,000
	10,000	9.50% Land Bonds	120,100
	2,500	12.50% Land Bonds	281,900
	3,000	12.50% Land Bonds	88,900
	3,000	12.50% Land Bonds	—
4			



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# U.S. authorities tighten up on overseas bank lending

BY STEWART FLEMING in New York

THE U.S. authorities have begun to tighten up their supervision of the foreign lending done by American banks. They want to have a clearer idea of the risk involved in each debtor country. There is, however, evidence that the regulatory authorities intend to be supple in their handling of this important matter, which reflects upon the external payments of so many countries.

Though the final pattern to be adopted is not so far clear, a number of senior officials insist that it need not inhibit the foreign lending of U.S. commercial banks, and at any rate some senior bank executives share that view. Fears among bankers that tighter regulations will automatically reduce their ability to lend have been dispelled at least in part by a recent statement from the Comptroller of the Currency, Mr. John Heimann, which showed that he was aware of the need to apply banking regulations in this field with flexibility.

Some senior officials do however suggest that part of the emphasis in the new regulatory policy expected to emerge will be on a diversification of lending overseas to ensure that no bank has too high a concentration of its loans with a single foreign borrower. Some big American banks will find that they must reduce what will be deemed to be over-commitment to certain countries.

## Heavy borrower

Thus there are suggestions that Mexican officials, whose country has been a heavy bank borrower, are worried, although perhaps less so than earlier this year. No doubt other borrowers will watch equally anxiously.

The new approach is a reaction to the rapid growth of foreign lending by the banks. A congressional study published in the middle of last year highlighted the extraordinary speed of this growth. It pointed out that in 1980 only eight U.S. banks had overseas branches and that their assets totalled only \$3.5bn. As Mr. Heimann recently said of international banking department executives, "In those days, their titles signified remoteness from the levers of command."

But by mid-1976 U.S. banks' foreign branches had assets of \$181bn, according to the congressional study, and the "spectacular expansion of international lending has been critical to maintain a steady growth of earnings for major U.S. banks."

The result is that, as Mr. Heimann put it, international lending activities of ten or more of the largest banks in the country would eventually account not only for more than half their loan portfolios, but also for the lion's share of their profits. Last year, for example, Citibank earned over 80 per cent of its profits abroad.

Mr. Heimann went on: "The

fact is, our commercial banking system is now firmly locked into a global banking system. Large foreign institutions, many of them government-backed or owned, which compete for business by means and standards not always in accordance with traditional American banking practices."

The phenomenal growth of foreign lending is one reason for the attention which U.S. bank regulators are paying to foreign business. Another is their previous lack of interest and lack of expertise in analysing the significance of this business for the institutions they are supervising.

The congressional study remarked that "the most noteworthy characteristic of this new capital market is that it is largely unregulated; no single bank regulatory agency, national or international, has either the authority or the responsibility to oversee the market. Until recently the Federal Reserve and the Comptroller of the Currency (the two main U.S. agencies) did not even have comprehensive statistics on the foreign claims and liabilities of the overseas branches of U.S. banks."

Over the past three years there has been widespread concern that, partly because of this lack of supervision, banks were committing themselves to loans, particularly to developing countries, which were ill-advised and which could threaten their financial stability.

Political concerns of course go wider. Thus the congressional study focused on the foreign policy implications of some foreign lending. At the end of May, at the International Monetary Conference in Mexico City, Dr. Henry Kissinger suggested that bank lending to Communist bloc countries, which has been substantial, should be used as a bargaining counter in East-West relations. Dr. Kissinger's comments found support from the chairman of the Chase Manhattan bank, Dr. David Rockefeller—and expressions of horror from some European bankers.

The concerns of the regulatory agencies are less sweeping, relating in the first instance to the financial risks to the institution involved from heavy commitments to particular countries, particularly in the case of banks that may not have appreciated the important differences between granting commercial credits and making loans to Governments.

Earlier this year Mr. Heimann, recognising the importance of this distinction, issued proposals for integrating one particular U.S. banking law into the recently developed foreign lending pattern. The Comptroller is required to ensure that no bank under his supervision lends more than 10 per cent of its capital and surplus to a "single borrower." As Mr. Heimann pointed out

## SHARE OF FOREIGN EARNINGS IN MAJOR BANK EARNINGS

	(per cent)		
	1972	1975	1977
Bankamerica	21	48	34
Citibank	54	71	82
Chase Manhattan	42	64	65
Bankers Trust	31	58	79
Candorbank			
Illinois	17	13	17
Security Pacific	5	13	12

Source: Salomon Bros.

recently this rule was written over a century ago. How do you apply it today to a bank making loans to a government and agencies of that government such as a state-controlled oil company, or its export finance bank? Are they one borrower or several?

The Comptroller issued detailed guidelines setting out under what circumstances it would be legitimate for a bank not to lump together such loans to government and government-related agencies when applying the 10 per cent rule. In principle a bank was going to be asked to justify loans by showing that the borrower would have the means to service the loan, and also to explain the purpose to which the money was going to be put.

Earlier in the month, however, before the detailed guidelines were brought into effect, he had stated that "the Congress has imposed a 10 per cent limit, which by necessity must be somewhat arbitrary. I think our office can most productively approach the principle of diversification within the constraints of the 10 per cent legal limit through flexibility in interpretation of the ruling." While legally he cannot ignore the 10 per cent rule he is looking again at its detailed application to foreign loans.

This move has eased the anxieties of some bankers as well as those of some heavily borrowed countries, which feared that the rigid implementation of the means and purpose tests would cut them off from some large credit sources.

## Conceptual

But the Comptroller made it clear that he was more aware that "our office cannot easily and unthinkingly apply conceptual devices, tested by long domestic regulatory tradition, to international lending activities." He added pointedly: "We have to develop new ones." That is precisely what his office, and the Federal Reserve and the Federal Deposit

Insurance Corporation have been doing.

In the spring Quarterly Review of the New York Federal Reserve Board, an article entitled "a new supervisory approach to foreign lending" outlined radical initiatives in this field. Key elements in this approach include a move for the first time to co-ordinate the regulatory supervision of the three independent agencies, including the development of a common reporting form. Although this is only being employed on a trial basis by New York Fed, officials emphasise that the three agencies have reached a broad measure of agreement.

Other factors in the new approach will be to lay emphasis on identifying concentrations of lending that seem relatively large in relation to a bank's capital, and also to the economic and social conditions in the country concerned. The regulators intend to pay close attention to country risk and develop procedures for analysing country risk.

The regulators will also pay close attention to the banks' own expertise. They will not, however, attempt to draw up lists of countries that can or cannot qualify for loans, and officials stress again the flexibility of the new approach.

## Feed back

Bankers at this stage seem ready to give the proposals a cautious welcome in principle. They say that they will welcome the feed back which they can expect from regulatory agencies once they have developed a sound understanding of the foreign credit lending scene and have the advantage of being able to see an industry-wide picture. Bankers are hopeful that the system, once working, will inhibit lending only in those cases where loans ought not to be extended anyway.

The catalogue of the bank regulators' concerns about foreign lending is a long one. Mr. Heimann has cited the recent narrowing of rates of return on these loans, lengthening maturities of up to 10 years when measured against the complexity of assessing country risk, the mismatching of maturities of funds and loans, and the fundamental shift to a reliance on the part of sovereign nations on commercial banks for development and balance of payments financing.

Ironically, the public expressions of concern by the regulators are coming at a time when international profits growth for the big banks has slumped from the annual compound rate of 37 per cent through 1970-75 to only 1.8 per cent in 1976 and 8 per cent last year according to a Salomon Brothers study, and at a time when the big banks are beginning to pay closer attention to their domestic market profitability.

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The stock transfer registers and registers of stockholders will be closed from June 17, 1978 to June 30, 1978, both days inclusive, and warrants will be posted from the Johannesburg and United Kingdom offices of the transfer secretaries on or about July 20, 1978. Registered stockholders paid from the United Kingdom will receive the United Kingdom currency equivalent on July 11, 1978 of the rand value of their dividends (less appropriate taxes). Any such stockholders may, however, elect to be paid in South African currency, provided that the request is received at the offices of the Corporation's transfer secretaries on or before June 16, 1978.

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## The Management Page

EDITED BY CHRISTOPHER LORENZ

## Putting distribution strategy under the microscope

THE PROBLEMS of distribution have seldom been high on the agenda at Board meetings. Yet there is a growing band of people who see it as an increasingly important area for attention at the highest level.

The champions of this cause, most notably the National Economic Development Office's economic development committee (Little Noddy) for international freight movement, believe that as companies and it increasingly difficult to boost efficiency by trimming production and marketing costs still further, they should, as an alternative, put distribution under the microscope.

Giving an idea of the potential benefits of improved distribution, Lord Hayter, chairman of CIBO—and also chairman of a NEDO conference on the subject this month—points out that the cost of distributing goods, including items such as insurance and packaging, can amount to up to one-third of the selling price.

The complexity of distribution in a large or medium sized company can be daunting, and rationalisation does not lead itself to a piecemeal approach. Although obvious bottlenecks and failings can be tackled, experts advocate a long-term scheme aimed at involving a wide range of departments—a strategy borne out by the experience of Monsanto, the chemical company.

NEDO's role in promoting the cause is based on its recent Little Noddy report, Trading with Europe: Through Transport and the Total Export Concept. This document will also be the basis of its conference, (aimed at senior executives), to be held in London on June 8.

The report itself covers a confusing array of subjects, including marketing, customer service, invoicing policy, education, shipping, Government policy on transport, insurance, exchange control, vehicle weights and even a standard dictionary of trade delivery terms.

But the essence of the report is this: "Chairs and desks are not the only things that need to be moved. The right kind of management expertise to make up a really effective export effort. The distributive responsibility is frequently left to middle or junior management."

"There is still a tendency to sell first and think about movement later, but physical distribution should enter into the par-

long and medium term planning of every export activity."

The right way to go about selling abroad, it is suggested, is to set up a system for integrated control and development of production, selling, servicing, financing and distribution under the guidance of top management. This so-called Total Export Concept (coined by the freight industry Little Noddy) is now one of the many parts of the Government's industrial strategy.

One company which has been ahead of the game for some

**There is a tendency to sell first and think about movement later**

time is the British subsidiary of Monsanto, the fourth largest chemical company in the U.S. It introduced a system of this kind some 10 years ago, drawing together all the threads of distribution (domestic and export) under a distribution manager who has a direct line to the chairman.

Mr. Ray Macintosh, the company's present manager of distribution operations (and deputy chairman of the British Shippers Council) believes distribution to be one of a company's most complex areas of operation. "It is like a watch. All the parts must be correctly inter-connected, otherwise it doesn't work," he says.

Monsanto's initial policy on distribution evolved from the fact that, since it involved a lot of expenditure on buying either transport services or equipment, it warranted more management time. It was also designed that it involved a wide range of company sectors.

Like most companies which have attempted to measure distribution costs, Monsanto also recognised that this is extremely difficult because such costs arise in many places and can be almost impossible to identify.

It therefore introduced, in the form of its U.S. parent company, a central distribution department for Europe (where

Monsanto has subsidiaries in most countries) embracing the distribution group which was already established in the UK.

The first step was to discover how the then operating distribution system actually worked and what it cost, with the ultimate aim of achieving an optimum service-cost mix. This then involved the production and marketing sides of the company.

Mr. Macintosh and his team immediately discovered that many things were done in an irrational way, often because they had always been done that way. Duplication of effort was also found, particularly on data gathering.

An early objective was to capture data for control purposes, so that central groups could define parameters for operating units. In this way we were able to apply common systems and rules. Once we were all pointing in the same direction it became easier," he says.

An essential part of the present Monsanto system is information. It was regarded as vital that any delay be immediately made known to the customer and a specially developed telex system—based on uniformity of practices—has proved to be the answer.

This took several years to perfect but information on an order from production units is now relayed through centres in London and Brussels to everyone who should be informed of its status, from far-flung agents to those in the local sales distribution chain.

Another complex but essential rationalisation took place on alignment of documents and procedures for export orders, involving a complete integration of a large number of functions.

Mainly because of their high costs, the first companies really to tackle distribution were those in the food industry. Mr. Macintosh said. Now he believes the trend is gathering momentum, motivated by the need to improve customer service, especially abroad and protect profits from continuing erosion.

The ideal man for a distribution job, he believes, is the professional manager, a pack of all trades: someone who knows about exporting in terms of each of the many strands of distribution from production planning to banking, and is interested in solving problems.

Loane Barling

A RESEARCH centre, in contrast to say a processing plant or assembly line, is a highly flexible industrial resource. Or rather, it should be. Often the problem is how to manage a research centre tuned to medium- and long-term objectives in a way that responds readily to the changing demands of and pressures on industry.

A lot more of our science ought to be seen and used as a company resource," believes Dr. Charles Suckling, general manager for research and technology of ICI, the £4.7bn chemicals group. At a time when public expectations of a better way of life are running extremely high, says Dr. Suckling, industry is faced with dwindling resources. Science and scientists form one resource it must learn to use more efficiently.

The testbed for his ideas is ICI's Corporate Laboratory, a research centre near Runcorn set up in the early 1960s. Dr. Suckling admits that in the early days, as research director of Mond Division's laboratories nearby, he was a stern critic of the new laboratory, for what he then saw as poaching upon divisional preserves.

Today the watchword is "relevance." The problem is how to keep some of ICI's most creative minds—for which the Corporate Laboratory is praised by some divisions more than for its inventions, as Dr. David Jones, its research director, ruefully admits, at work on problems relevant to ICI.

One way ICI management tries to ensure that the Corporate Laboratory is no "ivory tower," isolated from business problems, is to have its top management visit regularly. Dr. Alfred Spinks and Mr. Robert Malpas, main Board directors responsible respectively for research and engineering, are frequent visitors. Dr. Suckling himself, recently elected a fellow of the Royal Society, calls regularly once a month. Divisional deputy chairmen and engineering directors are encouraged to keep closely in touch.

## Avuncular

But a more subtle way is through "relevance groups"—small groups of divisional directors set up as avuncular critics of some portion of the research programme. They discuss Dr. Jones and his scientists as they chase, for example, lines of research judged more suitable for one of the other divisions; or to a company other than ICI, where to break in would involve a costly commercial fight for perhaps only a modest share of the market. This kind of problem emerged starkly from the original concept of the research centre, which was essentially to discover or invent new products.

Experience showed that the resources which the research centre would require to exploit a new invention would be far beyond any it could reasonably expect to command. There were, admits Suckling, a lot of flops.

To-day the stress is on process technology rather than innovative products; and on the science needed to support scientific advances in the process area. David Jones has a qualified staff of 180, and a budget of just over £50m a year (out of ICI's total research and technology budget of £150m this year).

Scientifically it is still an exciting place to work. What Jones calls the "fizz" areas of science exciting the chemical industry's attention to-day include the possibilities of using light rays, electron beams, ions, etc., as parts of to-morrow's process technology.

The idea of using a laser to "zap" a molecule and make it fall apart by breaking particular chemical bonds, is one which has exercised chemists seriously for only the past year or two. Hard-nosed ICI divisional directors were none too enthusiastic about its prospects at first. But interest has grown rapidly as it became more widely appreciated that the laser might be a highly efficient way of injecting energy into a reaction at precisely the point it is needed, rather than at random, as is the case when heat is used to accelerate a reaction.

The Corporate Laboratory,

David Fishlock reports on how ICI controls its research centre without stifling innovation

## Keeping innovative minds on the right track



Dr. David Jones—head of research at ICI's Runcorn Laboratory.

working with laser engineers in the department of applied physics at Hull University, has set up a powerful infrared laser as a chemist's research tool. One problem today is that the scientists cannot make a laser that is tunable across the range of infrared frequencies. So their choice of experiments is restricted to molecules which might be excited by the frequencies available.

The best prospects for laser chemistry at present seem to lie in two different directions. One is the purifying of small quantities of a highly-purified compound such as a drug, where an undesirable impurity that is hard to remove might be converted by laser energy into the product itself, or into harmless or more readily removed impurities. The other possibility is as an analytical tool for remotely assaying an impurity, perhaps continuously in controlling quality on a production plant; or for pinpointing leaks of a dangerous chemical at long range, anywhere within a factory fence.

Scientists have made immense strides in recent years in applying novel, high-powered analy-

tical techniques to chemists' problems. Problems of chemical structure and composition which have taken three years to work out can now be solved in a week using the latest kinds of spectrophotometer. ICI even has some of these instruments on-line in its factories—for example, two X-ray fluorescence spectrometers search for toxic trace metals in a major plastic.

In support of a technology of widespread and growing interest throughout ICI, the Corporate Laboratory has set up an advanced instrument section to explore the potential, and the science that underpins several of these complex and costly techniques. It is research which links them closely with universities, where some of the most adventurous instruments are being developed. It is also research where the expert tends to move with his technique when it is adopted by a division—as was the case recently with ICI plastics division.

The "plant-after-next" thinking that goes on nowadays at the level of ICI requires a constant input of innovation of ideas from engineers as well as

chemists. The laboratory's complex relationships between man and computers, not just at business management level but for the plant manager and—still more important—the process operator.

In the chemical industry the operator is highly skilled and accustomed to taking a lot of decisions. So they want to be able to give him, for instance, a pictorial view of his parish, which might show a man just arriving on shift, precisely where he has problems. As they see it, the need for the future is to get the operator still more closely involved with the process, by sharing the problems in a man-machine relationship, and not simply to try to solve his problems with machines.

Inventors may be reassured to know, however, that the kind of science that might lead to novel products still goes on in the Corporate Laboratory, as well as in divisional research centres. For several years the laboratory has been exploring the idea of making "2-D crystals"—extremely thin films giving yourself the chance of making discoveries that could lead to a better business plan?

characterises, say, a transistor, a drug or a pesticide. It has developed very elegant methods of automatically growing films with intriguing electronic and biological properties.

One organic chemical fashioned in this way turns out to have unexpectedly powerful electronic properties—"far better than we'd hoped." The techniques have fascinating possibilities as sensors for many things ICI wants to measure and control. Exploitation—should it ever come to that point—might pose problems, however, for a company which so far has eschewed manufacture of the special crystals of solid-state electronics, on the grounds that the profits lie further downstream.

The Corporate Laboratory is also charged with the task of being the company's main interface with the universities. As one scientist puts it, "when our work leads us into an area of science novel to the company, we look round for assistance. The university people act as gatekeepers for us." Colloid science is a good example of an area of science which only recently has been recognised as common to a great diversity of the company's "recipes"—for paints, dyestuffs, plant protection, even the technology for fermenting protein feedstuffs, now well on the way to becoming a new ICI division.

Under the company's joint research scheme of scientific projects, the cost of which is shared with the university, the Corporate Laboratory has been a partner in one out of every four projects since the scheme was launched in 1974. This year ICI will contribute about £350,000, to be matched by another £300,000 from the universities.

## Ambitious

Scientists in industry, Charles Suckling told the Research and Development Society in London recently, were "trying to link the future with here and now." He was certain, he said, that a better scientific understanding of some of industry's problem areas was going to pay off. He advised his audience of research managers to try asking his three basic questions. First, is your research and technology programme relevant to your business objectives? Second, are your business plans ambitious enough? And finally, are you giving yourself the chance of making discoveries that could lead to a better business plan?

## No sentimental journey for Geneen

UNACUSTOMED AS he is to public utterance (outside shareholders' meetings), Harold Geneen, the legendary chairman of International Telephone and Telegraph, has come out in print to dispel his growing reputation as a softy.

In a letter to Business Week, Geneen denies the magazine's alleged implication in an article on ITT that it is for senti-

mental reasons that he is reluctant to sell what he calls "losers."

Geneen attributes his policy to "very hard-boiled reasons"—his distaste for "dumping management's mistakes on the stockholder." He prefers to try to restore his lame ducks to good health and future earnings, he says, "or, at worst, restore them to value before disposing of them."

A laudable principle, certainly, but there may be a middle way between impatiently selling off a business as soon as it starts to go sour, and hanging on to a chronic loser for far too long. Much obviously depends on whether one's remedial action looks like paying off, as it did in the case of ITT's Sheraton subsidiary.

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Loane Barling

## UNITED OVERSEAS BANK GROUP FINANCIAL HIGHLIGHTS

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LIABILITIES	\$'000	ASSETS	\$'000
Capital & Reserves	339,470	Cash, Balances with Bankers & Money At Call	1,153,362
Debentures	103,048	Government Treasury Bills & Securities	313,354
Total Deposits	2,906,693	Investments	117,625
Other Liabilities	244,723	Loans & Advances	1,868,917
Acceptances, Guarantees & Other Obligations on behalf of customers	1,033,633	Other Current Assets	55,120
		Fixed Assets	115,576
		Customers Liabilities for Acceptances, Guarantees & Other Obligations	1,033,633
Total Liabilities	4,647,607	Total Assets	4,647,607

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Tuesday June 6 1978

## Profits, wages and investment

THE RATHER satisfactory figures for investment intentions published by the Department of Industry yesterday, and the highly exaggerated wage claim agreed by the Ford shop stewards at the weekend are on the face of it contradictory developments—one a promise for the future, and the other a warning. Both, however, are really aspects of the same thing: the recovery of industrial profits from their dangerously low levels of recent years. Profits finance investment: but they also, and especially in the absence of inflation accounting, provoke wage claims. If such claims were conceded, any benefit from the profits recovery would be very short-lived. This is the dilemma for government, management and unions.

## Confidence

The investment intentions figures themselves confirm those produced by a similar inquiry in the closing months of 1977, and suggest on the face of it that industrial confidence, once restored, is a good deal more robust than confidence in the financial markets. Politicians have indeed indulged in a good deal of moralising on these lines ever since the contrast between real growth and financial nervousness first became marked, when Mr. Edward Heath was Prime Minister: but there is much less in the contrast than meets the eye. Investment spending has become more and more a reflection of the flow of investment funds, through retained earnings in an earlier period. The market reflects estimates of the same flow in future. Investment looks back to the profit recovery, the market senses the inflationary dangers.

In a healthier economy industry's spending would be determined much more by its own view of the future than by the availability of internally generated funds: but inflation and high nominal interest rates have virtually cut industry off from any external source of long term funds (except Government support for lame ducks). Inflation has also made the future real value of financial securities highly uncertain, and securities can only be bought out of taxed income: investment in plant and, since 1974, in

## Stability

The future danger of an inflationary rise in costs is harder to assess. The previous peaks in investment spending, in 1970 and 1974, presaged a period of inflationary recession. There are two reasons to hope that we might escape from this unhappy pattern this time. Bitter experience of inflation and unemployment seems to have undermined shop floor militancy, at least for the time being; and thanks to North Sea oil, real incomes are rising rather than falling. These are very limited comforts. It will only be when financial stability is restored, and when industrial management can control its costs, take a long-term view of its investment decisions, and present accounts of its current performance in realistic terms, that it will be possible to take unmixed pleasure in good investment figures.

## Price freedom in France

M. RAYMOND BARRE, the French Prime Minister, has never made any secret of his belief that France could only be restored to economic health by a steadfast policy of countering inflation, and above all that such a policy could not be accomplished overnight. His initial success in curbing the rate of increase in the consumer price index was enough to give the government a solid victory in the March general elections. Since then however he has articulated a number of applications of his policy which are unlikely to seem to the man in the street, to be compatible with his anti-inflationary aims, and which also give a low priority to the reduction of unemployment. The government's popularity will be on serious trial during the next few months: whether the President will be prepared to stick to the present economic strategy long enough to make it work is open to speculation.

## Centrepiece

The decision to remove the price controls which have since time immemorial been a centerpiece of French economic practice is reasonable from a number of points of view. The prices of certain public services have been held down only at the cost of substantial state subsidies, while the controls on private sector prices have artificially compressed business profit margins and may have prevented new productive investment. Companies' internally generated investment funds have fallen steeply in recent years, while interest charges on company debt have risen equally steeply. Last year foreign sales accounted for 50 per cent of the output of St. Gobain-Pont à Mousson, and 94 per cent of its profits. There is an obvious case for gradually allowing the private sector to rebuke its profit margins, and for encouraging equity investment by ordinary shareholders.

The French unions may not take quite the same view of a policy intended to improve company profits, while a firm control is

## German chemicals: giant at bay

By KEVIN DONE, Chemicals Correspondent

LEADERS OF the West German chemical industry have not yet begun reading the tea leaves in their anxious search to discover what the future holds for them. But in recent months they have been pursuing the more normal methods of forecasting with especial fervour, looking for the slightest indication that better times lie ahead. For a country that boasts three of the world's top five chemical companies and which is the biggest single exporter and importer of chemicals in the world, West Germany has not been accustomed to having to watch nervously every decimal point of chemical sales and production growth.

The last 1½ years have delivered a considerable shock. Imports last year rose almost twice as quickly as exports, the first time the industry can remember anything of the sort. With the German chemical industry association (VCI) just celebrating its centenary, the collective memory goes back a long way. For only the second time in the industry's history growth last year slipped below the general advance of the West German economy, repeating the pattern first set in 1975. Then the whole Western economy was suffering the worst of the dislocation resulting from the OPEC oil embargo. But for an industry that considered 1975 to be only a temporary aberration, the repetition of the same malaise last year has caused considerable discomfort.

Almost all the product areas of the German chemical industry are closely affected by events in other branches of industry both at home and abroad. For decades the chemicals sector has outperformed the general economy and has derived a disproportionate benefit from the wide range of industries it serves. But there is another side to the coin. When the whole Western economy faltered, the decline was especially magnified in the chemicals sector, which, more than most, serves other industries rather than the consumer directly.

As Professor Herbert Grunewald, chairman of Bayer, asked recently: "Is this tiny growth for the chemical industry a passing development, or is it the start of a new trend? Merely posing the question throws the worries of this industry into sharp relief."

So what is the current state of the chemical industry, one of the traditional powerhouses of the West German economy. Last year production grew by only 0.4 per cent compared with an average growth for the rest of manufacturing industry of 3.2 per cent. The sales performance of chemicals fell well below the industrial average, increasing by a mere 1.9 per cent compared with a rise of 5 per cent in other sectors.

The industry's profits were

PERFORMANCES COMPARED: CHEMICAL INDUSTRY AND INDUSTRY AT LARGE IN W. GERMANY						
CHEMICAL INDUSTRY						
	1976	1977	% change	Jan/Feb 1977	Jan/Feb 1978	% change
Sales (DM bn)	84.3	85.9	+1.9	14.1	14.2	+0.7
Exports (DM bn)	34.6	35.4	+2.3	5.7	5.7	+0.8
Imports (DM bn)	17.5	18.3	+4.5	2.9	3.0	+1.7
Production Index (1970=100)	131.3	131.8	+0.4	133.5	135.7	+1.6
Output Price Index (1970=100)	123.5	123.1	-0.3	123.6	121.4	-1.8
INDUSTRY AT LARGE						
	1976	1977	% change	Jan/Feb 1977	Jan/Feb 1978	% change
Sales (DM bn)	894.1	924.9	+3.4	129.6	133.9	+3.3
Exports (DM bn)	254.6	273.5	+7.4	40.8	42.7	+4.6
Imports (DM bn)	222.1	235.1	+5.8	26.1	28.2	+7.8
Production Index (1970=100)	110.1	112.5	+2.1	109.5	110.9	+1.2
Output Price Index (1970=100)	140.8	144.4	+2.6	143.5	145.2	+1.2

Source: Assoc. of W. German Chemical Ind.

is coming from," says one senior official in the industry. "They have a lot of difficulty explaining."

According to Dr. Wolfgang Munde, director-general of the German Chemical Industry Association, the industry is aiming this year to match the growth of the general economy, which is not expected to be above 3 per cent. But even this modest goal could prove difficult, considering that in the first quarter sales are estimated to have fallen some 3 per cent below the level set in the first three months of 1977.

It is at this stage that the niceties of statistics take over and their interpretation depends as much on the optimism of the individual as on definable trends. In 1977 the first three months

last year of DM 241m, BASF

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U.S., Brazil, and Japan, but the

U.S. is clearly pre-eminent. That

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ment is likely to flow.

To the end of 1977, BASF

capital expenditure overseas

had totalled DM2,860m., equal

to about 12 per cent of BASF's

total capital expenditure during

those years. Of this North

America had taken 81 per cent,

and Latin America 14 per cent.

For the future BASF says that

many products emanating from

Germany will increasingly be

ring worldwide in the chemical

industry, including the building

up of production capacities in

developing countries. In the

past they have been importers

of more than low-cost exporters

of chemicals. These moves "can

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nology," according to Dr. Erich

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side Europe.

With major takeovers, such

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ty. In fact the interest is long

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mar, Bayer's board member for

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run a global business and this

receives calls for a global strat-

egy. It cannot be based on

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## MEN AND MATTERS

## A long way off the bone

If your vision of ham is something cut off a large shoulder by a chef in a tall hat, the time has come to revise your ideas. This news was given me yesterday by a spokesman for the Bacon and Meat Manufacturers Association, when I telephoned to discuss the current excitement about the amount of water that should be added to the product sold in plastic wrappings.

According to the Association of Public Analysts and the Institute of Trading Standards, in a new report, the product should be given a new name because it is so unlike the old-style York ham—and because it contains on average about 15 per cent water.

The very idea of searching for a new name clearly pains the manufacturer's association. "Modern ham is very different from ham on the bone," I was firmly told. "When the housewife thinks of ham, it is what she buys in the supermarket." The association reckons that 18 per cent water is acceptable, and regards it as "unfortunate"

that the analysts' report talks of

selling water at 15p a pound.

It was explained to me that the water was injected into the meat as brine, and that the essential virtue of de-fatted, square-shaped ham is its ease for cutting: "The market has been developed for 15 years and the Dutch led the way."

So if old-world ham should be waved farewell, we can perhaps look forward to a less watery chicken. The British Poultry Federation says the frozen chicken industry is spending \$40m. to get up to EEC standards, which among other things declare that the water content must be not above 7.5 per cent. "Occasionally a rogue carcass will be found while it is being chilled," I was told. "But that is the exception." Any suggestion that the chickens are "bounced around" to make them absorb water during spin chilling was clearly shocking to the men at the Federation.

One crumb of comfort in this watery debate: I was assured that the water is always very clean. At 15p a pound, you could almost regard it as a bargain.

## Canny Scots

One unexpected consequence of the film "Close Encounters of the Third Kind" has been to raise insurance rates at Lloyd's. The premium question was for a policy taken out by the Cutty Sark whisky firm in case anyone should claim the film prize which they are offering to any finder of a UFO—unidentified flying object. The policy is carefully worded: "The policy is activated if the device must be proved to have been activated by arrival on earth from beyond our solar system," according to Lloyd's List.

Some years ago Cutty Sark took out a similar policy when it offered a similar prize to any Pappas and Anthony Quinn,

one who led in the Loch Ness Monster. But the premium on the new risk is reportedly considerably higher. The film must have convinced somebody, somewhere.

## A little average

A word to embrace an 88m error is being given a great deal of play this week by Manufacturers Hanover in New York. It is "average." An official of the bank has also put it more graphically: "Somebody goofed here."

The average happened when the bank sent out, on behalf of American Home Products Corporation, five cents a share too much for the latest quarterly dividend. Seeing that there are more than 150m shares, a considerable tremor has gone through Manufacturers Hanover. Messages have gone out to all 78,000 happy recipients of the unexpected largesse, asking them to send back the average forthwith.

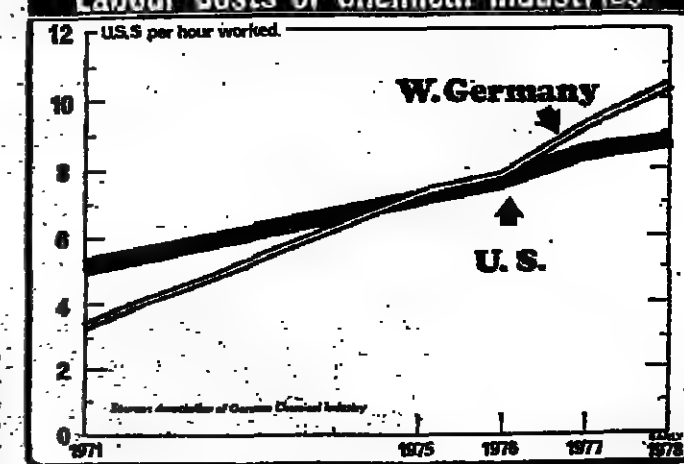
Will they do it? The bank says it is rather early to judge, since the "send it back" pleas only went out at the weekend. There is confidence, however, that the shareholders will accept it is only human to err, even in the best-regulated bank. But even if such hopes are fulfilled, repaying the average will cost a fair bit in postage.

## Unwelcome message

A wave of outrage greeted that "authoritative" American film "The Prophet Mohammed" when it was shown in a mosque in London. The film is now setting out to make a follow-up—and is being greeted with fresh protest by Islam's faithful.

The Message saw that couple took out a similar policy when of Zorba-the-Greek fame. Irene offered a similar prize to any Pappas and Anthony Quinn,

## Labour Costs of Chemical Industries



macenticals, which now account for some 16 per cent of its sales.

Major contributions to sales growth came from new drugs introduced to the market, which are more than justifying very high research expenditure amounting last year to DM400m.

Indeed the industry's general research and development effort has not lagged despite falling profits. Chemicals now account for about 30 per cent of the whole research and development effort of West German industry.

It is clear that the industry's future must increasingly lie with its technological skills. The West German chemicals industry is based around its three major companies, Hoechst, Bayer and BASF, three of the world's top five chemical companies. The trio has grown much as the various parts of Standard Oil when it was broken up into constituent parts earlier in the century. The trio originally formed the giant German chemicals company IG Farben which was broken up after the Second World War. Just as Exxon, Shell, Mobil, and other parts of Standard Oil have grown up each to achieve a standing rivaling that of the parent, so Hoechst, Bayer, and BASF now play a major separate role in the world chemical industry.

To keep it up, they must look to production of more and more sophisticated products, and they will find perhaps in Switzerland the example they will increasingly follow. Switzerland has a large chemicals industry, but no presence in the commodity products of fibres, plastics, and petrochemicals. "We have our own infrastructure," says Dr. Munde, "but this is the direction in which we shall go. It is no longer a question of tonnes, but a question of profits. We have learned a lot in the last three years and we must learn now to live with smaller growth rates. I think we are on the way to this, but we must learn that our country no longer can cover the whole of the industry. We must become more specialised."

The other inevitable way forward is increasing investment overseas. Already a concern such as Bayer derives 50 per cent of its sales from exports and another 45 per cent from overseas affiliates. Over the past 18 months the overseas investment effort of all the chemical majors appears to have been stepped up.

BASF, one of the more conservative German companies to date in overseas chemicals investment, has recently bought out Dow Chemical's share in their former 50-50 joint venture, Dow Badische, and it has ear-

marked \$700m. for capital expenditure in the U.S. alone over the next five years. The most important overseas markets for the German companies are the U.S., Brazil, and Japan, but the U.S. is clearly pre-eminent. That gives an idea of where investment is likely to flow.

To the end of 1977, BASF capital expenditure overseas had totalled DM2,860m., equal to about 12 per cent of BASF's total capital expenditure during those years. Of this North America had taken 81 per cent, and Latin America 14 per cent. For the future BASF says that many products emanating from Germany will increasingly be ring worldwide in the chemical industry, including the building up of production capacities in developing countries. In the past they have been importers of more than low-cost exporters of chemicals. These moves "can only be offset by a continuous flow of innovation in product development and process technology," according to Dr. Erich Henkel, the board member responsible for operations outside Europe.

With major takeovers, such as Bayer's acquisition of Miles in the pharmaceutical sector, it appears that the German industry's interest in the U.S. has reached a new degree of intensity. In fact the interest is long established, as Dr. Gerhard Dittmar, Bayer's board member for North America, points out. "We run a global business and this receives calls for a global strategy. It cannot be based on changes of currency or labour costs from one week to the next." Bayer now has 25 to 30 per cent of its assets outside Germany, more than its domestic competitors. But Dr. Dittmar maintains that there has not been any recent shift of investment strategy. "We shall continue to spend about two-thirds of our investment in Germany and one-third outside. It has been at this level for the last ten years."

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## FINANCIAL TIMES SURVEY

Tuesday June 6 1978

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## European Vehicle Components

A rationalisation of the European components industry has been taking place over recent years with frequent takeovers, mergers and cross shareholdings. But this process is now under challenge and companies are increasingly expanding their activities in the U.S.

## Merger policy under threat

By Terry Dodsworth

THE EUROPEAN components industry, like the vehicle manufacturing sector, has become much more integrated in the past decade. Component companies which used to be mainly national organisations have taken on a multinational complexion as their activities have grown to correspond to the increasing flow of vehicles across the old national frontiers. Overseas investment has become a significant characteristic of the larger component groups; and most of them have become substantial exporters.

These changes have been closely tied up with the gradually developing perception of Europe as a single market. The vehicle producers now shop around for their parts supplies throughout the EEC trading bloc, partly to get the best price, and partly to ensure alternative sources should one run out. At the same time, the bigger component manufac-

turers have been anxious to go overseas and move away from their tight relationships with single vehicle assemblers. They, too, have seen the advantages of having a range of customers, and a more independent status.

A great deal of this rationalisation has come about through takeovers, mergers, and cross shareholdings. Bosch, the German electrical company, for instance, has invested in Ferodo of France. Ferodo itself has become the focal point of the reorganisation of the French vehicle business following its link-up with SEV-Marchal-Cibie; and GKN has moved into Germany with the takeover of the Birfield Transmissions group which brought with it the German-based Uni-Cardan business. These are just a few of the many cross-frontier moves which have been made in the past few years.

This process of structural reorganisation, however, is now under challenge. The alarm was first sounded by the West German Cartel Office, when it decided, about 18 months ago, to fight a GKN bid to raise its stake in the Sachs Group from 25 per cent to 75 per cent on the overall grounds that this would reduce competition within the market. GKN won support for its bid from the EEC competition department; but despite this, it was rejected by the German Supreme Court, which upheld the Cartel Office's decision.

Since then, Lucas, the British electrical company, has run into a similar problem in France. Once again, the issue has arisen over an attempt to increase a share stake. Lucas wanted to lift its interest in Duccellier, an

electrical parts manufacturer, to 100 per cent by buying out the 51 per cent held by DBA, a company dominated by Bendix, the U.S.-based brake manufacturer. But the French Government, which has developed a policy for restructuring its components industry in an attempt to strengthen the local manufacturing base, has hesitated about giving approval to the deal. Several French interests, headed apparently by SEV-Marchal, which was itself created by Government prompting, are believed to have opposed the deal.

## Doubts

These two cases clearly raise doubts about how much further merger-based rationalisation can be taken. There is no doubt that over the last decade a great deal of anxiety has been raised about the monopolistic developments in certain markets. In Britain, the GKN takeover of Birfield was not universally approved; and the dominant position of several component manufacturers in some national markets—for example, Lucas in the U.K. electrical industry and Bosch in the same sector in Germany—have come in for muted criticism. But, on the whole, Europe's governments have accepted the argument that the sector was too fragmented and needed reorganisation; indeed, in France the Government has until now deliberately tried to help the restructuring process along.

One of the problems facing the European components producers is that these monopolistic anxieties vary from country to country. In West Germany, the Cartel Office has taken an extremely tough line in its

## LEADING EUROPEAN COMPONENT COMPANIES, INCLUDING TYRE AND BATTERY CONCERNS

	Country	Sales \$	After-tax profits \$	Em- ployees	Activities
Dunlop-Pirelli	UK-Italy	4.2bn	na	164,000	Tyres
Michelin	France	3.4bn	\$157m	110,000	Tyres
Robert Bosch	Germany	3.3bn	\$6m	110,000	Electric/electronics
GKN	UK	2.7bn	35m	108,000	Pressings; forgings; transmission parts
Lucas Indus.	UK	1.1bn	35m	78,000	Electric/electronics
Varta	Germany	\$38m	19m	32,000	Batteries
Continental	Germany	741m	4.7m	34,000	Tyres
Gummi-Werke	Germany	643m	7.7m	17,000	Automatic transmissions
ZF	Germany	552m	23m	20,000	Clutches; brake linings
Ferodo Groupe	France	480m	21m	29,000	Pistons; piston rings; bearings
Associated Engineering	UK	468m	2.7m	18,000	Brakes; electric
DBA	France	457m	22m	21,000	Batteries
Chloride Group	UK	454m	19m	16,000	Clutches; shock absorbers
Sachs	Germany				

\* This list does not include American-controlled component companies in Europe.  
Source: Fortune—500 largest industrial corporations outside the U.S., August, 1977.

efforts to retain a high degree of market competition: most companies interpret its recent actions to mean that virtually no group of any significance can take over another in a similar line of business. France, on the other hand, has been reorganising with far more concern for its national position in specific product lines than anything else. Italy is dominated by Fiat's interests, while in the U.K. the

then be in a better position to break down some of the national monopolies which now exist. Every European country has several of these semi-monopolies—groups with at least 70 per cent of the local market—which only well-established competitors from outside will be able to attack.

At the same time, the component manufacturers argue that in certain sectors the European industry needs to worry less about its local market power than about international competition. This defence has been put up very strongly by both Fiat and Mercedes in arguing the case for their proposed joint development and manufacturing of a heavy-duty automatic gearbox for urban buses. The German Cartel Office has informally indicated that it would not be happy with such a project. But the two companies point out that at the moment they are exposed to world-wide domination in this particular area by Allison, the General Motors subsidiary. Allison would be very difficult to fight as individual businesses, they say, because neither of the European groups is big enough on its own to pick up the cudgels and invest heavily in a limited production line.

Together, on the other hand, they believe they can ensure better economies of production, while establishing an operation which should be able to face up to the Americans in world markets.

In support of this project, Professor Joachim Zahn, the chairman of Mercedes, said recently that the way to head off protectionism in world markets was to create more competitive companies. In Europe, one of

the means of achieving this would be to "overcome a cartel practice which is purely orientated towards partial national markets." Such a cartel practice made it difficult to take the necessary measure towards rationalisation.

A similar point has been made by Sig. Giovanni Agnelli, who has argued for some kind of initiative at EEC level to give general guidelines towards the creation of a stronger and more competitive European components industry. In France, also, Renault has provided strong backing for the Government's efforts to rationalise this sector.

## Warnings

Despite these warnings about the need for more concentrated production, however, there are already certain product areas in which the European industry is split between only two or three major producers. In electrical parts, for example, Bosch and Lucas have a dominant position; in universal-joint technology for front-wheel drive cars, Hardy Spicer, the GKN subsidiary, is the major supplier (most of the rest being taken up by the Peugeot-Citroen vehicle manufacturing group); in precision engine parts, Associated Engineering (UK) and Mahle (Germany) have the majority of the market; instrumentation is split between Smiths (UK) VDO (Germany) and Jaeger (France), in which VDO has a 45 per cent stake; and clutch manufacturing is dominated by Automotive Products (UK), Sachs (Germany) and Ferodo (France).

Two major challenges face these companies in the next few years. The first is to meet the rapid technical change demanded by new fuel economy and emission regulations. Components will have to get lighter, and in some cases smaller; and they will have to operate more precisely to make the most efficient use of the world's depleting fuel reserves.

These demands will put considerable pressure on capital resources, and will probably intensify the trend towards research collaboration with vehicle manufacturers. But they also put the European components sector into a much more direct relationship with their U.S. competitors—the point which Dr. Zahn and Sig. Agnelli were stressing. American component groups are now working on very much the same lines as their European counterparts in order to cope with the new demands for smaller cars in the U.S. This means that the big multinational groups which have invested in Europe are now able to use their European technology in the U.S., thus achieving design economies which are not available to indigenous European companies.

The answer to this strategy is for the European companies to expand in the U.S. themselves. In the last year or so, this trend has become quite pronounced. Bosch, Lucas and GKN have all established, or are in the process of setting up, manufacturing operations in the U.S. Turner and Newall, the parent company of the Ferodo brake lining company in the UK, has acquired an American group, and Associated Engineering and Automotive Products are moving in the same direction having strengthened their

CONTINUED ON NEXT PAGE

The advertisement features a dark background with several white cards arranged in a fan-like pattern, each representing a different Lucas product line. The cards are as follows:

- Lucas** (top left)
- Lucas** (middle left)
- Lucas** (middle right)
- Lucas** (bottom left)
- Lucas** (bottom middle)
- Lucas** (bottom right)

Each card contains text describing the product line, such as "Girling Braking and Suspension Equipment", "CAV Diesel Fuel Injection Systems", "Batteries", "Group Research", "Risks Automotive Wiring Systems", and "World Service".

## Take a card—any card

—and you hold the name of a company known and respected throughout the British and European automotive industry. Put all these great names together and you're well on the way to creating Lucas Industries, the international manufacturing group that's grown up alongside the motor industry and has played such a big part in its progress and success.

**Lucas Electrical** — supplies the UK automotive industry with around three quarters of its electrical and electronic equipment needs and, to a growing extent, is supplying a similar range of components to continental vehicle

makers.

**Girling** — an international leader in the field of braking and suspension systems, puts a safe stop to just about every type of powered vehicle and is the fitting choice of vehicle manufacturers all over the world.

**CAV** — diesel fuel injection systems meet over 30% of western world requirements and, as the economical diesel engine gains in popularity, the company is stepping up its world-wide production resources to meet rising demand.

**Lucas Batteries** — maintains a strong position in both the O.E. and replacement markets and is well known for its record of technical innovation.

**Risks** — provides a complete design and manufacturing service in automotive wiring harnesses. It is the UK's leading manufacturer and is rapidly growing in Continental Europe. Crosland Filters is the largest all-British maker of air, oil, fuel and hydraulic filters. And Hartridge diesel fuel injection test

equipment is the choice of diesel workshops all over the world.

Lucas products are made all over the world, through a chain of wholly owned and partnership factories. At one end of the production spectrum, Lucas Group Research ensures technical advancement; at the other, Lucas World Service backs every product through a global network of 5,600 service outlets.

Lucas Industries







# The U.S. influence

**THE INVESTMENT** of American component companies in Europe is not a new phenomenon. Some companies, like Carborundum, or Timken, were involved on this side of the Atlantic before the last war. Others came over soon after. But the big flood of funds occurred in the 1960s, when many U.S. companies began to look deliberately for growth outside North America where it was clear that the pace of expansion in the vehicle industry was slowing. Although the number of new companies coming into Europe has declined since then, a steady stream of investment is still finding its way over from the U.S. components sector.

There have been two significant developments in Britain alone within the last twelve months or so. American Standard, one of the leaders in truck hydraulic and air-brake systems, has bought Clayton Dewandre, and, more recently, Dana, among the biggest of U.S. component groups, has

bid for control of Turner Manufacturing, in which it already has a 35 per cent stake. On the Continent, Eaton has opened a large truck transmission plant in France, and is expanding its valve manufacturing in Spain, while Tenneco Walker, a subsidiary of the Tenneco chemicals group, is expanding its exhaust business in Germany.

Some of the longer-established American groups in Europe have found a base on this side of the Atlantic because of their straightforward technical strength. Two classic cases of this kind of company are Champion, the spark plug manufacturer, and Timken, the taper roller-bearing group. Both came over to Europe before the war, and both have established an entirely dominant group as independent suppliers in their particular areas of business.

Champion, for example, with plants in both Britain and Belgium, only has one significant independent competitor,

Bosch, although Ford and General Motors (AC Delco) have very large-scale in-house production. Timken is in an even more outstanding position. Few rival manufacturers have found it possible to master the complex technology in making tapered bearings, and Timken has decided to concentrate exclusively on this field. Today, it has European plants in the UK, France and Germany.

Another company which falls into a similar category is Borg Warner, the automatic gearbox manufacturer, in which Bosch, the West German electrical company, now has a 10 per cent stake. Borg developed its technology in the U.S. well ahead of European companies, largely because there was a local demand for automatic transmission when none existed on this side of the Atlantic. The company was therefore able to bring the technology over to meet increasing European demand. It went on, of course, to catch a distinct cold when the

oil crisis hit the automatic gearbox on the head because of the extra fuel cost involved in running such systems. But it has now pulled through some of these problems, seen its main British rival, Automotive Products, retreat out of the field altogether, and only has one serious independent competitor, ZF of Germany. The competition in this field comes from the two American vehicle manufacturers, Ford and General Motors.

A number of other American companies, while not operating in quite such specialised areas of technology, have still managed to establish dominant positions in the European market. A very large proportion of the independent truck braking industry, for example, is controlled by American Standard, which owns Westinghouse Air Brake (known as Webco) in Hanover, West Germany, and has just bought Clayton Dewandre in the UK. Some analysts put its share of the European market at about 45 per cent. In addition, much of the residue is soaked up by another American company, Bendix-Westinghouse, which is based in Britain with ownership split equally between Bendix, the large aerospace and electronics conglomerate (sales last year of \$3.3bn), and Westinghouse Brake and Signal, the specialist in brakes for railway rolling stock.

Bendix has become one of the most widely-spread forces among the American companies operating in Europe. Apart from the Bendix-Westinghouse business, turning over about £24m a year, it owns Jurid, the brake linings manufacturer in West Germany, which employs about 2,500 people, and Bendiborcia in Spain, which makes all the brakes for the Spanish Ford Fiesta and employs about 4,500.

## Turnover

The centre of Bendix's operations, however, is DBA of France, formed from Ducllier, a vehicle electronics company, Bendix's own brake interests, and Air Equipment, an aerospace components business. This group, with a turnover of about \$500m, a year, now appears to be breaking up, partly because Lucas, a partner in Ducllier, wants more control, and partly because it appears to have been

a poor profits performer. Lucas has bid for the rest of Ducllier, and Air Equipment is said to be up for sale.

Bendix has had its troubles before in Europe—about three years ago it was forced to withdraw from a new brake manufacturing project in West Germany because it found the competition too tough—but it is now aiming to restructure its interests. It seems as though it will keep on the brake business in France, which has a sound export order with Dunlop-Borg, and make a bid to return to the electronics field in partnership with Renault, the French nationalised car group. Talks on a joint project between the two are now in progress.

Another product area where American companies dominate is valve production. The two biggest companies here are TRW, a diversified group with European interests in valves, steering gears, general engineering and seat belts, and Eaton, which also makes transmissions and axles. Between them, these two companies are reckoned to have a dominant position in these products, with TRW manufacturing in a northern sphere of interest in the UK, Germany and France, and Eaton in a southern sphere, where it has just made a large new investment.

These two groups are among the largest in the European components industry. TRW having sales reckoned to be over \$600m in the region, and Eaton about \$200m. Both have pursued a policy of spreading their investment from strong bases in the UK, although Eaton has so far not ventured into Germany, where TRW is very strong, also making steering gears and Repa seat belts.

Seat belts is another area where U.S. companies have a broad base, since Kancel Magneti in the UK is also owned by an American group.

The other large and widely-spread American group is ITT, the telecommunications company which also has a sizeable involvement in motor components. In Europe its operations are centred on Teves, the German brake manufacturing concern, which is probably the largest company in this field within the EEC. But ITT also owns a Stuttgart-based electrical switchgear producer called

SWF, a variety of companies in Italy making brake linings, plastics, shock absorbers, tail lights and servo systems, and in Holland it has absorbed Konl, the specialist shock absorber group. Although there have been no new acquisitions for the group since the oil crisis, ITT has embarked on a big expansion and export drive for all of these companies. Teves, for example, is well established in South America, has moved into Wales and a distribution agreement with Quinton Harrell, and has put down another factory in the U.S.

## Base

Dana and Rockwell, both with their main industrial base in Europe in commercial vehicle transmissions and axles, are also embarking on a drive to spread their activities throughout the EEC. Rockwell, for instance, is moving into Italy and West Germany as well as the UK, and Dana, apart from the Turner bid, has invested in Switzerland and France, where it recently bought Floquet Monopoli, a major producer of piston rings and cylinder liners.

A similar process is being followed by Tenneco Walker, part of the big chemical group, which bought Harma, one of the largest exhaust manufacturers in the UK, and has also acquired two small producers in Germany and France, as well as the Pit Stop replacement business. (Other American groups in the EEC include Monroe, the shock absorber company (Belgium), ITW, the fasteners producer which runs Fastex in the UK, Trico, the windscreen wiper group, and Dayco, a fan-belt manufacturer which has a plant in Dundee and is looking at further investments in Europe.)

Carborundum, an old-established company in Britain, recently acquired Weyburn Engineering, the diesel engine camshaft manufacturer.

The weight of the American component companies in Europe, which is both broadly spread and highly concentrated in some specific areas, has caused considerable alarm in the indigenous European industry. Some producers feel that there should be efforts to build more integrated European groups which would be able to compete on more equal terms,

## MAJOR U.S. COMPONENT MANUFACTURERS IN EUROPE

Company	Products	Location
TRW	Valves	UK (TRW Valves); Gy (Teves-Thompson); France (Judy)
	Steering gears	UK (Cam.); Gy (Ehrenreht); France (Gemmer); Italy (TRW Italia)
	Steering wheels, fasteners	UK (Clifford)
ITT	Seat belts	Gy (Repa)
	Brakes	Gy (Teves); UK (Teves); France (Teves); Gy (SWF)
	Electric switchgear	Italy (IAO)
	Gaskets/light	Holland (Konl)
Bendix	Shock absorbers	France (DBA)—jointly owned with Lucas; Spain (Bendiborcia)
	Brakes/electrical equipment	UK (jointly owned with Westinghouse Brake and Signal)
	Air brakes	Gy (Jurid); Holland (Konl); France
Eaton	Brake linings	UK; Spain
	Truck transmissions	Spain; Italy
Dana	Axles	UK
	Valves	France (Floquet Monopoli); UK (Brown Brothers)
Rockwell	Piston rings	UK (Rubery Owen Rockwell)—jointly owned with Rubery Owen; Rockwell Thompson; Rockwell-Standard
	Distribution	UK (Rubery Owen Rockwell)
	Axels and axle housings	Gy (Golde); Italy (Golde Italiana); Portugal (Moligal)
	Window regulators	UK; Belgium
Champion	Automotive seating	UK; France; Gy
Timken	Spark plugs	UK (Wehco); UK (Clayton Dewandre)
American Standard	Taper bearings	UK
Carborundum	Air brakes	UK (Weyburn Engineering)
	Friction materials	UK
	Diesel engine parts	UK
Borg Warner	Automatic transmissions	UK; Gy; France
Tenneco Walker	Exhausts	UK; Gy; Belgium (Pit Stop)
	Distribution	Belgium
Monroe	Shock absorbers	UK
Trico	Wipers	UK
ITW	Fasteners	UK
Dayco	Fan belts	UK
Questor	Shock absorbers	Spain

## Germany

CONTINUED FROM PREVIOUS PAGE

been exceptional. In its aggressive posture towards overseas manufacturing operations in support of German assembly plants (Brazil, Far East) and in independent expansion, with for example the company's U.S. subsidiary generating sales of \$120m. Overseas investments have also been made, with the company paying \$63m in 1977 for a near 10 per cent stake in Borg Warner and purchasing a 51 per cent controlling interest for \$22m in FEMSA, the leading manufacturer of auto electronics in Spain. They already hold 30 per cent of SEV-Marchal, an important French producer of auto-electrics.

Bosch's position in its domestic market is very similar to that of Lucas, with a dominant position in the supply of ignition, generation and starting equipment, a strong position on vehicle lighting and, again, a dominant position on fuel injection systems. The relative sizes of their respective domestic markets mean that Bosch's position

is considerably larger than Lucas in the manufacture of auto electronics, but their volumes on fuel injection are roughly equal, although Bosch has a strong position through licensees in the Japanese market. They have some capacity on vehicle batteries, but this area is dominated by Varta, and VDO Adolf Schindling has a similar position on vehicle instrumentation generating sales of around £250m.

## Quality

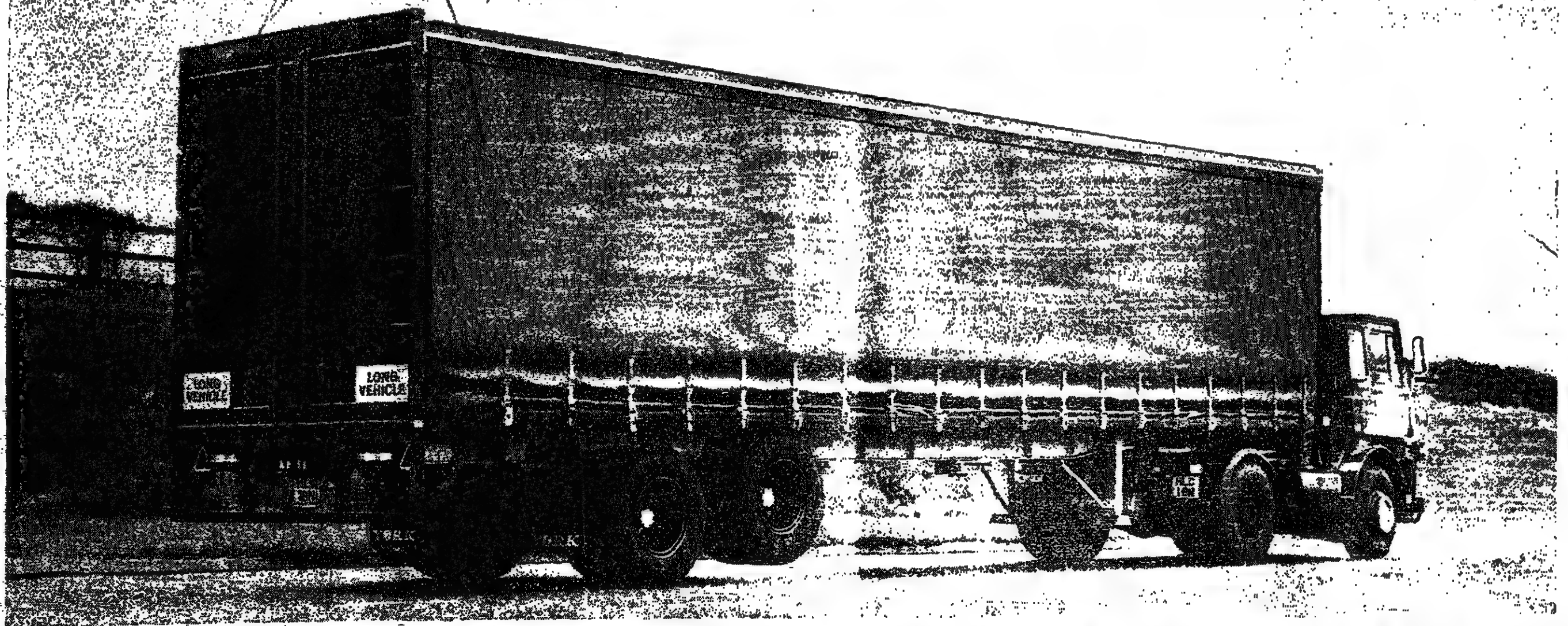
The industry has an excellent record for product quality and security of supply and this, combined with at least some national preference for domestic sources, has ensured customer loyalty and enabled the industry to grow in line with the motor producers. This steady growth in an established market must be at least part of the reason why the industry has not equaled the aftermarket activities of its opposite numbers in other of their respective domestic countries, but pressures for change are emerging.

Few forecasts expect the European car industry to maintain its historic rate of growth against a background of increased price competition from Japanese and Third World producers, not to mention the new generations of sub-compacts from Detroit. The pan-European operations of the U.S. motor assemblers are showing an increasing preference for low cost sources of component supplies, and some people in the industry believe that only political pressure is restraining the Japanese component suppliers from making a determined sales effort in Europe. The massive world population of German cars generates an extremely attractive aftermarket for spare parts, and the passage of time makes it increasingly surprising that the OEM suppliers have not made a determined bid for a direct share of it. Maybe Alfred Teves' recent link with Quinton Harrell in the UK is a sign of things to come.

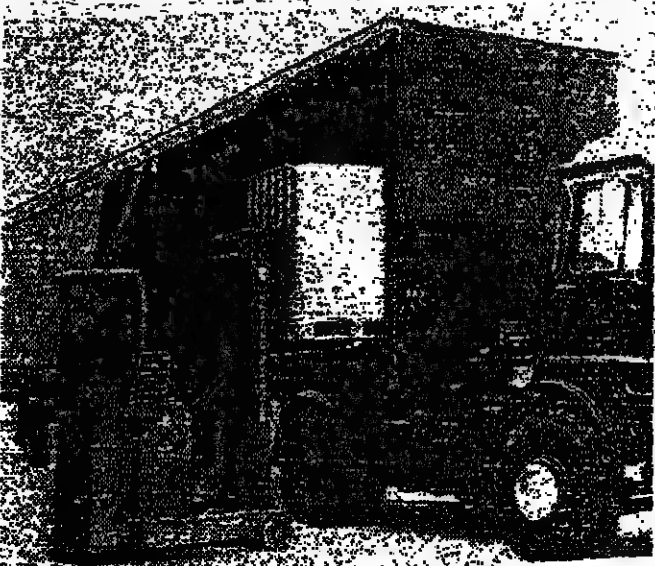
Brian Toms

particularly in world markets, companies in a strong competitive position—both Mercedes and vehicle field, the North IVECO, for example, are big enough to manufacture a lot of commercial vehicle components in large volumes. But there are some obvious areas where American companies have established fairly dominant positions in Europe which are in no way compensated by European developments in the U.S. The challenge facing the Europeans now is to take on the U.S. manufacturing many more of their parts in-house. It could market some of these European com-

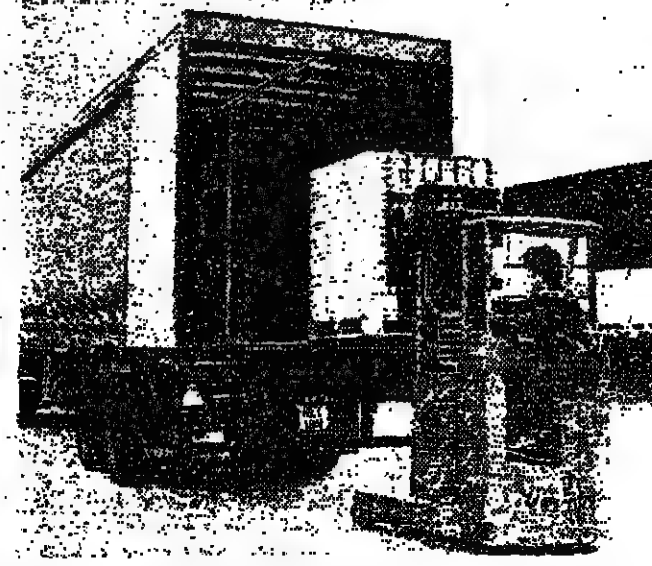
Terry Dodsworth



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## EUROPEAN VEHICLE COMPONENTS IV

## French manufacturers realign

A CRUCIAL struggle is taking place at the moment whose outcome will probably establish the broad structure of the French motor components industry at least into the 1980s.

At stake is the Ducellier company, which makes most of the range of car electronics. With a turnover of FF 800m and a workforce of 7,000 it ranks as one of the leading concerns in the electrical component sector in terms of both output and investment.

Ducellier is owned 51 per cent by the Bendix offshoot DBA which itself does some FF 1.35bn business in France (including Ducellier). The remainder is owned by the British Lucas group which itself, counting its stakes pro rata, has a turnover of some FF 1.2bn. The battle has been launched by Lucas' agreed bid for the remainder of the equity, a bid which by any normal standard should have been uncontroversial since Bendix and Lucas were bound by the terms of their partnership in Ducellier

to sell only to each other. Enter the leading French components group SEV. SEV-Marshall is a subsidiary of a holding company owned by the big French group Ferodo as to 70 per cent and of the German Bosch group as to 30 per cent. It went into the Ferodo group recently as a result of a series of moves sponsored by the French Government to create a strong French presence in the components field. In fact the financial plight of a number of concerns, including Paris-Rhone and Marshall, had made some rescue imperative.

## Turnover

The SEV group with a FF 2.2bn turnover is based on alternators, projectors, starter motors and small motors generally and employs some 15,500. A number of well-known names in the components business are part of the group. The Cible holding company has 30 per cent of SEV itself while a cluster of Cible companies as well as Paris Rhone and the

SEV-Marshall operations form part of the group.

When Lucas launched its bid for Ducellier, SEV stepped in as a rival candidate, and the affair must now be sorted out by the Government. Lucas has argued that it has made substantial investments in France (Girling and Roto-Diesel in particular); that the balance of motor trade is heavily in France's favour (the French sell more than 12 times as many cars to Britain than vice-versa); and that the terms of their partnership with Bendix excludes any solution other than a Lucas purchase.

It also points out more discreetly that if Ducellier went to SEV it would create a single dominant group in France, and this is something that the big three French car manufacturers are very uneasy about.

At the moment—and the affair is reaching a decisive stage—the Government is encouraging Lucas to reach some arrangement which will quieten SEV fears and guarantee in some way that Lucas will not pre-empt its expansion ambitions. One idea mooted is for the re-sale of a part of Ducellier by Lucas to SEV, but this idea is one which Lucas would prefer to avoid since it feels that it needs complete control of Ducellier to continue its investment programme and integrate its production into its European pattern.

The stakes are big on both sides. For SEV the acquisition would establish it without challenge as France's dominant electrical component manufacturer; in contrast acquisition by Lucas would make the British group much more of an all-round rival.

The rather fragmented nature of the sector shows why the fate of Ducellier is so important. The French motor equipment industry registered sales last year of FF 51.7bn. It comprises no fewer than 380 companies with a total workforce of around 130,000. Of the sales, the break-down last year was FF 11.6bn for original equipment; FF 5.1bn for spares and FF 5bn direct exports. The electrical equipment sector, on which this article concentrates and which is the scene for the Ducellier battle, accounts for sales of around FF 4.15bn of which FF 1.9bn is original equipment. FF 1.2bn spares and the remainder direct exports.

The customers are the three groups which dominate the French motor industry. On the car side Renault and Peugeot are the main concerns, each making some 1.5m cars a year while Chrysler/Simca makes about a third as many. All three manufacturers see output this year likely to top marginally last year's level, which would put production of cars in France at around the 3.5m mark. In addition, the truck division of Renault with its twin marques of Saviem and Berliet is the leading commercial vehicle client.

## Factors

One of the factors influencing the component industry is the tension—in this case not particularly creative—between the Government's ideas of how the sector should be organised and those of the motor manufacturers. The Government, broadly speaking, is anxious to see the emergence of a powerful French group which can compete internationally—in other words, a French version of Lucas or Bosch. The motor manufacturers do not want to find themselves with a single supplier and if this were to come about would look overseas for a second supplier—the obvious candidate being the Bosch Spanish subsidiary.

The strength of the big three manufacturers in a sense was responsible for the continued fragmentation of suppliers, since all three had very strong design and development departments which issued very careful specifications to component suppliers and encouraged suppliers to tie their production to a particular group. This militated against the formation of large organisations seeking diversified markets.

This way of life continued while there was significant growth in the motor industry, but when the tide of expansion started to recede a number of companies found themselves financially beached. It was at this point that the Government launched the Ferodo lifeboat to refloat Paris Rhone and Marchal.

A couple of years ago the twin ideas of the regrouping of component manufacturers and the standardisation of equipment began to emerge as a theme, and it is under this

banner that Ferodo is now in the middle of organising its operating companies. It is quite possible that Ferodo itself anticipated making a move for Ducellier in a later phase of expansion; if that were the case then the Lucas bid came two or three years too soon for it.

The other main interest in the sector at the moment is the initiative being taken by Renault to create a component supplier to produce motor control equipment. Renault is seeking a partner willing to tie its investment specifically to Renault's needs. The name most frequently mentioned is that of Bendix, whose main interests are in the hydraulics sector.

Prospects for further regrouping seem relatively remote, if only because the most vulnerable companies have already found new homes and the strong sales performance of the motor industry is being translated into healthy cash-flows for the components manufacturers. For the moment it is the Ducellier case which is the main focus of interest.

David Curry

## THE FRENCH ELECTRICAL COMPONENTS SECTOR

Company	Parent company	Turnover 1976 Fr.s.m.	Workforce	Main products
SEV	Ferodo/Bosch	2,200*	15,500	Projectors, alternators, starters, small motors
Lucas-France	Lucas Industries	1,191 (a)	7,500	Injection equipment, braking systems, diesel equipment (b)
Ducellier	Lucas/DBA	801	7,000	car electronics
DBA	Bendix	1,357* (c)	10,600	brakes and air equipment
Jaeger	VDO-Schindling	625	5,000	dashboards, mileometers, commutators
Precision Mechanique	Lebrun	544 (d)	5,350	electrical and cable harness equipment
Selma		390	4,000	signalling equipment
Motorola		53	450	alternators
Bosch-France	Bosch	250		Products imported

\* 1977 figures: (a) participations pro rata. (b) aerospace electronics via Thomson-Lucas. (c) Ducellier. (d) Frs.307m in motor industry.

## MAJOR COMPONENT MANUFACTURERS IN FRANCE

Ferodo	France	Clutches (Verto trade name); aluminium radiators (Sofica); brake linings
SEV-Marshall/Paris-Rhone-Cible	France	Vehicle electrics; lights
DBA	U.S./UK	Vehicle electrics; brakes
France	Aciers et Outillage (Peugeot has 70%)	Bumpers; chains; steering wheels
Lucas	UK	Diesel equipment (Roto-Diesel); brakes (Freins Girling)
Associated Engineering	UK	Pistons
GKN	UK	Universal joints (Glenserv-Spicer)
Willmot-Breeden	UK	Door latches; plastics
Automotive Prods.	UK	Clutch remanufacturing
Eaton	U.S.	Commercial vehicle gearboxes
IIT	U.S.	Brakes (Teves)
Dana	U.S.	Piston rings (Floquet Monopol)
Jaeger	France	Instruments
	(45% VDO of Germany)	
Solex	France	Carburetors
St. Gobain	France	Cylinder liners
Bosch	Germany	Fuel injection equipment (Sigma Diesel); electrical products (Robert Bosch)



Rubery-Owen's axle housing plant at Darlaston, which is now part of Eaton Axles Ltd.

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## The UK suppliers

"THERE ARE many small companies in the Midlands who are totally dependent on one customer — British Leyland. It is difficult for them to make the leap and invest in the travel, time and people to develop sufficient overseas markets to insulate them from the risk of a collapse of the company. If there is a further decline in UK motor manufacturing you will see a great increase in the number of mergers and amalgamations."

This is how a senior executive in one of Britain's largest component groups sees the problems facing the UK motor industry. His comments come at a critical time for the smaller British component manufacturers. They have had three years of coping with the difficulties of British Leyland, a period in which they have trimmed their workforces, according to a recent survey, by an average of 25 per cent, and probably taken out a fair amount of capacity. At the same time, they are now beginning to feel the full effects of the drive which car importers, followed by their own component manufacturers, are beginning to make into the UK market.

## Shift

The latest figures show that component imports soared last year by almost 70 per cent, outstripping the growth in exports for the first time in many years. There were, it is true, some abnormal factors which inflated this figure, including the series of strikes in the industry last autumn, and the growing propensity of the big multinational car producers to import parts for assembly in Britain. But the trend is unmistakable: as more foreign cars establish themselves on British roads, more and more parts will come in from overseas to service them.

Many executives in the industry believe that these figures are illustrative of a shift in the total European industry which is now irreversible. True, they say, the rot can be stopped to some extent in Britain if the reforms of the new Leyland size to be competitive in world management bear fruit. Many markets. This strategy has been

of the smaller component companies are now being more tightly managed and have a greater diversity of product than for a long time—the crisis has stimulated the survival instinct. But in the long run the increasing integration of the motor industry in Europe means that the flows of cars, trucks and components across frontiers can only expand. For example, in the brake linings industry, dominated in Britain by Ferodo, Don and BBA, a number of East European and West German parts are now entering the country.

This line of thinking has underscored the strategy of the big British component manufacturers for at least a decade, and more in some cases. Partly because stagnation in Britain has meant looking elsewhere for markets, they have changed themselves into fully-fledged multinationals. At home, they have absorbed other companies in a similar line of business in order to achieve the size and the spread of activity to finance outward expansion. Overseas they have moved progressively from Commonwealth markets, to Europe and now to the U.S.

The first aim of these moves has been to jockey themselves into a position where they become a main support for vehicle manufacturers in virtually every important market in the world. This means that the component manufacturer is able to hitch his products to a larger variety of vehicles, which may bring any number of overseas markets in their wake: Brazil, for example, can best be tackled by developing links with manufacturers like Volkswagen and Fiat which produce vehicles there. Mr. Gordon Griffiths, managing director of GKN's component manufacturing division, describes this process as "building up an interface in the place where the products are built. People are determined to manufacture all over the world. Therefore we need to set up an entity in any area where there is design parentage to keep close to developments."

The second aim has been to establish groups of sufficient size to be competitive in world markets. This strategy has been

CONTINUED ON NEXT PAGE

## FINANCIAL TIMES

## MOTOR INDUSTRY SURVEYS 1978

The Financial Times will be publishing a number of Surveys relating to the motor industry, culminating with the Motor Industry Survey on October 17 which coincides with the International Motor Show at the NEC.

The full list of Surveys and publication dates are set out below.

**VANS AND LIGHT TRUCKS July 20**

**COMMERCIAL VEHICLES September 25**

**BATTERIES September 28**

**THE MOTOR INDUSTRY October 17**

Detailed synopses are available prior to the publication date and for further details on these and advertising rates please contact Richard Willis, Financial Times, Bracken House, 10 Cannon Street, London EC4P 4BY. Tel: 01-248 8000 Ext. 7063. Telex: 385033 FINTIM G.

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## EUROPEAN VEHICLE COMPONENTS VI

On this and the following page, Terry Dodsworth and Peter Cartwright profile four of the men who run the major British vehicle component manufacturers and suppliers

## The men in charge



## John Panks

LEFT TO his own devices John Panks might well have been a first-rate Formula 1 driver. But when his then boss, Billy (Lord) Rootes, heard that his dashing managing director for North America had qualified for Sebring, he cabled him to cancel his entry. Though relegated to a spectator role Panks maintained his keenness in racing and is a familiar figure on the circuits and occasionally at hill climbs.

Indeed his move in 1988 from the managing directorship of Rootes' worldwide export business to become sales and marketing director of Automotive Products (the has since become chief executive and deputy chairman), put him even more closely in touch with racing. For AP clutches, brakes and steering components ride on must entries and have helped to win laurels for the manufacturers.

"I like technology and I like to see people's creative thinking expressed in how to make the machines go faster and stop quicker — it is a great hobby and of course AP is heavily involved," he says.

Panks also indulges his hobby by driving fast Ferraris. He is now on his fifth, a V-8 308 capable of 150 mph which he likes to take when he can to

Germany, one of the few countries where really high speed driving is possible. His interest in great racing marques also found expression in the purchase of four vintage Bentleys. "But I now do not get time to keep them as they deserve, and I had to part with them. My affection is transferred to the Ferrari, which I enjoy very much. It has great character, really unique."

This abiding interest in racing and in great marques is very much in keeping with his marketing philosophy and does much to explain the change that has brought AP from a rather staid performer to the foremost rows of the starting grid — without it may be said, being noisily aggressive. The export race is still being run and the celebratory champagne has still to be broached, though this may be done when the new American subsidiary starts accelerating.

When I met Panks he was just back from Italy, cementing a fresh and novel contract with Fiat to supply front disc brakes for its new medium truck range. AP has two component factories in Italy supplying Fiat cars and trucks, and Alfa Romeo in France a second factory was opened near Orleans to complement the clutch plant at Angers. This drive to develop overseas markets, which keeps Panks abroad for one day out of three, has taken AP to a 60-40 per cent export/home sales ratio in three years.

"If we are to set our sights for a steady increase in business into the eighties and nineties we must go across the Channel and to other markets," he insists. "No other country has been subjected to the dramatic change in the ratio of home to foreign cars in the market as the UK. As a result of imports from Japan and elsewhere, as well as imports by European-based American vehicle producers, the UK vehicle market has levelled out. Our base operations will remain here, but selective manufacturing will be carried out abroad."

After all, in Europe we have become accepted as being a reliable a supplier as any of their home manufacturers."

Nevertheless Panks does not see either local manufacture in Europe or selling into it continuing indefinitely. That is one of the reasons for going to America. Another is to become intimately involved with the development of a world car being brought about largely by the energy crisis.

He is also keenly sensitive to the opportunities in the aftermarket for spares and replacements, but is equally conscious that the unavoidable way in which the supply of original equipment either from this country or from overseas units, whichever the economics dictates.

Such a full schedule of overseas visits sometimes requires an effort of will. "But we cannot expect to rely on reports and feedback for crucial information," he explains, "and anyway I like meeting our overseas people face to face." Shortly Panks will be flying to Japan, where AP has five licensees, "to make sure the latest technology is being used to best advantage."



## John Collyear

ASSOCIATED ENGINEERING

one of the largest manufacturers of precision engine parts in the world, stands right in the centre of the revolution which is taking place in the components industry today. On the one hand it is exposed to the enormous pressures which are being exerted to improve fuel efficiency. On the other, it is having to respond to the equally strong drive towards diesel power plants. Meanwhile, like all British companies in the field, it is having to cope with the continuing saga of the troubles at Leyland and lack of growth throughout the vehicle production industry.

The group's tactics have been to establish a spread of business which minimises the difficulties in any one sector and allows it to take advantage of an upturn in any other. Its basic interests in pistons, piston rings and bearings are directed towards both the petrol and diesel engine; while in the rest of Europe it has positioned itself with manufacturing bases in France, Germany and Italy. "There is an opportunity in every problem," says Mr. John Collyear, managing director, commenting on the push overseas which has helped Associated Engineering cope with the slump at British Leyland.

In the technical field, AE's strategy is to concentrate on areas of high technology, says Collyear. The proportion of money spent on research and development in recent years has gone up to cope with the changes being sought for the new generation of engines. "If you are designing an engine and want to know the pressures on the pistons we can do a computer analysis to show what the stresses are, better than anyone else. We think that these considerable resources within the group give us first class technology which we can exploit overseas."

AE's areas of specialisation are also obviously difficult for competitors to break into. For

a start, bearings and rings are the two engine items which manufacturers, other than General Motors, makes for house and the manufacturing technology in a high volume, precision part like plugs, is establishing a fine balance between costs and low unit price which demands a great deal of know-how and limits the possibilities for newcomers trying to break into the industry. Nevertheless, much of AE's investment effort in recent years has been directed at improving plant efficiency and raising productivity to strengthen its competitive position.

The biggest proportion of investment has, however, been put into the diesel engine. A new diesel engine piston ring factory is being built in the UK with the aim of sending substantial supplies to the US. "Some of our European work," says Perkins and GEC, is going into the U.S. and we have had good relations for a long time with companies like Cummins, International Harvester and Caterpillar, which has expansion plans," Mr. Collyear says.

This does not mean that AE is going overboard on the diesel. Collyear is much more down to earth on its prospects, and many people in the motor industry today. He believes, for example, that the engine's potential in the car field has been oversold in some quarters, although it has clearly not been exploited as much as it could be as yet. But, particularly in the U.S., there are big prospects for growth in diesel engine use in specific areas such as off highway vehicles, and AE's policy is to go for these selected market niches.

Up to now, AE has not invested in its own manufacturing facilities in the U.S. although it has a small stake in a company over there — because many of its products are light enough to export direct. But it is clearly watching the situation, and looking at volume carefully. Collyear believes the components industry will become much more concentrated in the years ahead, mainly because the vehicle manufacturers are themselves looking for a smaller number of suppliers on a worldwide scale.

Thus he argues in favour of the process of amalgamation, which has created companies like AE in Britain during recent years.

T.D.

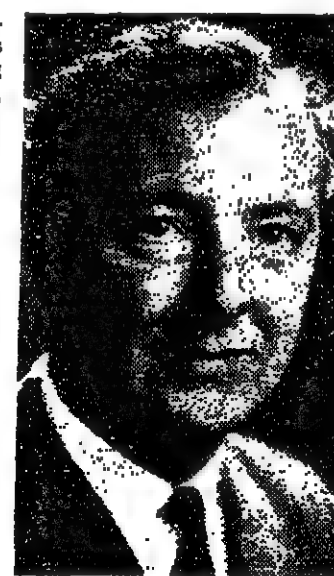
## Jeffrey Wilkinson

THE MANUFACTURE of electrical and electronic car parts is well on the way to being rationalised on a world scale, with Lucas and Bosch emerging in Europe to contend with the American giants such as Bendix and Motorola. A great deal of Lucas's activity in the past few years, therefore, has been overseas in a bid to become one of these leading world companies. It has gradually strengthened its grip in Europe, while moving into the developing world and, now, into the U.S.

Exports have risen sharply as well, but Mr. Jeffrey Wilkinson, the head of the electrical division, believes firmly that, in many markets, there is no alternative to direct investment. In Iran and the Philippines, for example, both countries where Lucas recently became involved, there is pressure to establish local companies; but equally, these countries are happy to buy technology in the form of licences, because this is a cheaper process than developing parts for themselves. Similarly, Lucas has set up shop with a workers' co-operative, Zaslava, in Yugoslavia.

At the same time, many customers want companies like Lucas to have a variety of manufacturing bases in the hope that this will give a greater security of supply during disputes — Lucas was able to make up some of its losses during the toolmakers' dispute in the UK last year by importing from its overseas subsidiaries. "We are finding increasingly that you just cannot export direct from this country in many parts of the world," says Wilkinson. "You have to do it with a partner or with a licensee. And in many countries, including parts of the Continent, the UK will simply not be accepted as a single source."

Combined with the overseas investment strategy (some analysts claim that this has reduced Lucas's reliance on Leyland's business from 40 per cent to 12 per cent of its total), Lucas has also embarked on a sweeping redesign programme. Every product in the range has been redeveloped within the last three years to metric standards, with the objective of making the dimensions and the performance characteristics suitable for any European car. Alongside this redesign programme has gone a new "all-makes" project aimed at developing a range of products suitable for the replacement business on imported cars, such as the Japanese. Started three years ago, Wilkinson



expects this project to be worth £20m in sales by 1980.

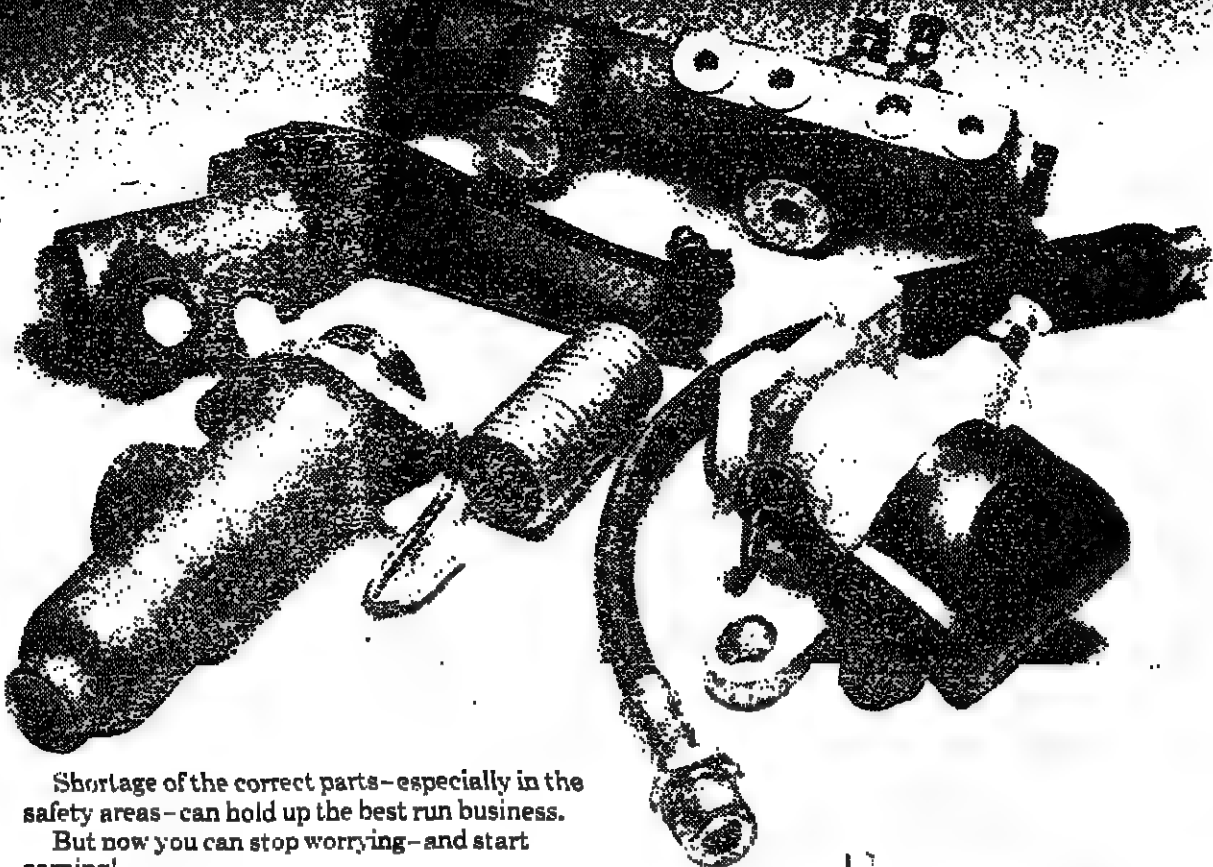
The main objective of the future European investment policy will be to ensure more dual sourcing. Thus Lucas will clearly be trying to expand the ranges of products in its associate companies in France (Ducellier) and Italy (Carello), while going for majority stakes and managerial control. The bid for the 51 per cent of Ducellier which it does not already own was part of this strategy, although it has been foiled so far by French opposition, Lucas is likely to continue to pursue this objective, along with a similar policy at Carello, which, at present, is mainly in the vehicle lighting business.

The consolidation of its European interests will also form an important element in Lucas's attack on the extremely important area of vehicle electronics, which is expected to develop enormously in the next ten years. Wilkinson believes that this revolution can only be tackled by close co-operation between the vehicle assemblers and the component suppliers, simply because of the amount of manpower and investment required.

In Italy and France the manufacturer in the past has done the design, and the component company tended to be a subcontractor. But we are now changing this, and when electronics come along I don't see vehicle manufacturers being able to allocate enough research and development to make it worth their while. Therefore they will look to suppliers like ourselves."

T.D.

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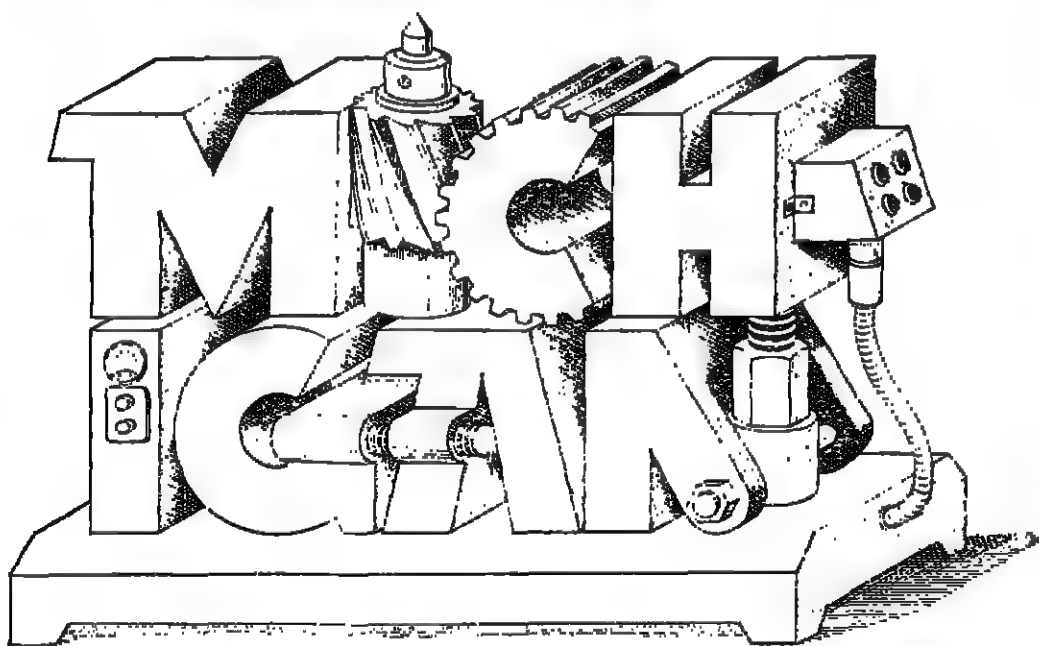
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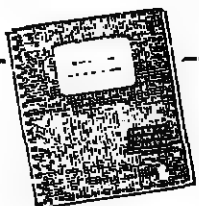
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# Growing after-market

COMPANIES WHICH have trended and diversified to take advantage of it at a time of stagnation in the car and other vehicle markets. The motor vehicle manufacturers, which continue to see the components sector as a high-turnover market where good margins can be achieved, direct their activities through organisations such as Unipart (British Leyland) Motorcraft (Ford), Mopar (Chrysler) and A.C. Delco (General Motors).

At the same time the whole structure of the components industry has changed in recent years, with a large number of component manufacturers establishing their own distribution organisations to give themselves more outlets and access to the higher margins which they did not achieve before.

The survey, commissioned by the *Journal Auto Accessory Retailer*, said that 57 per cent of motorists purchased some parts or accessories for their cars last year. This compares with an estimated 35 per cent of car owners engaged in any DIY activity in 1971 and 75 per cent in 1976.

It also estimated that the "after-market" over the next few years will be higher than the anticipated rise in the number of cars on the road, which should be between 2 and 3 per cent over the next decade.

The main reasons for this expansion, the report says, lie in the cost of motoring, which has risen by 267 per cent in the past five years. This has resulted in consumer resistance to garage charges and a tendency of motorists to retain their cars as long as possible rather than pay sharply higher prices for new cars.

Last year these motorists spent £289m on parts, accounting for 55 per cent of the total DIY after-market. Some 82 per cent of all motorists bought electrical parts, while 43 per cent purchased at least one brake and suspension part. A further £78m was spent on maintenance and repair equipment and £131m on accessories, with car care equipment accounting for the rest of the market.

For some time the major component and vehicle companies have been aware of the market

The company now expects to increase the number of its outlets to 600 by the end of this year, of which 12 to 15 per cent will be so called Unipart Centres, and more emphasis is to be placed on self service.

Efforts are also being made to introduce more franchising while at the same time maintaining standards of product and improving packaging. Another statistic which strengthens the company's commitment to the market is that an estimated one in six people now carry out some work on their own cars.

Similarly, concentration on the foreign car market is partly justified by the fact that there has been a sharp rise in the number of imported cars bought by individuals rather than companies, and the market for all parts for these cars is estimated to amount to £350m this year.

The vast majority of parts supplied by Unipart for these popular makes of imported cars are manufactured in Britain to specifications which are said to be equal to or higher than those of the original equipment (OE).

But pricing of these products is crucial in a competitive market place and Unipart has concentrated, through an aggressive marketing policy, on achieving high volume rather than

high margins.

GKN's approach to the market will be somewhat different and may be loosely based on the type of independent components business which has developed in the United States. Success there has been achieved almost entirely through an improvement in distribution to levels not seen in the UK.

Mr. Basil Woods, GKN's planning director, pointed out recently that in the U.S. there are national distribution systems which can offer 24 hours' service throughout the country. This sort of thing, he said, was standard in the U.S. and a similar approach in the U.K. would create sufficient leeway for GKN to break into the market late in the day.

Although a copy of the U.S. system would probably not be feasible in Britain or Europe (due to the number of common parts in American cars) the principles of quick supply would almost certainly be successful in the market place if they could be achieved.

The retailing aspects of component supply have in recent times become far more important to the manufacturers and distributors and many of the off main street factoring distri-

bution centres run by the big companies have become more like shops, with customers from the general public almost as important as trade buyers. Unipart's packaging policy, which is still developing to provide easier handling, display and uniformity, has clearly been important in its success.

The natural extension of this is the appearance of retail shops catering wholly for the DIY customer, and one company, Armstrong Equipment, has established a chain of these outlets with some success, although it has discovered that the correct location of these shops is crucial to their success.

The range of parts which is in demand from the retail customer has also changed considerably in past years, continually extending from the simple items to parts which traditionally have been fitted by garages. As car manufacturers continue to simplify the replacement of parts this trend is likely to go even further.

Similarly, the more international the motor industry becomes, the more complex the whole distribution system becomes for components, but at the same time the British parts distribution system has become far less fragmented. The major



This high pressure die casting for the Rover, supplied by Aeroplane and Motor Aluminium Castings, is the largest yet specified by a British car engine builder.

Lorne Barling

## Independent

GKN is one of the newest companies to enter this highly competitive area and has committed considerable funds to do so, either through acquisition or development, but faces a hard task.

It is faced with the already well-established companies which dominate the component suppliers and an attempt to set up an independent distribution arm with little bias towards its own products would create the problem of competing in distribution against suppliers.

The success of Unipart is clearly based on its ability to adapt to changing market conditions, exemplified by its recent additions of new products such as oil, which was introduced recently with some success. This was prompted by the fact that an increasing number of motorists now change their own oil.

Another growth area which Unipart has exploited is the sale of fast-moving replacement parts or service items, such as filters, wiper blades and the like, for the increasing number of foreign cars being sold. Sales by Unipart in this sector alone are expected to reach £7m this year.

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Manufacturers of Lockheed brakes, Borg & Beck clutches, Lockheed steering and suspension, AP silencers, AP filters, and AP automatic transmissions.

## Gordon Griffiths



GKN's COMMERCIAL strategy in recent years has been marked by a move towards vehicle components with a high technical content. This policy led to the acquisition of the Hardy Spicer universal joint concern, and is the outcome of the factors underlying the unsuccessful bid for the Sachs Group of West Germany, whose main products are clutches and shock absorbers. These are more sophisticated products than the forgings and pressings which have provided GKN's main line of business in the past. They also tend to need replacing more often during the life of a car, and would thus have provided more after market business for the company.

At the same time, GKN has begun to move more aggressively into world markets. The company was rather slower to do this than some other groups in the UK components industry, but there is no doubt that it now intends to establish a very large proportion of its business overseas. The ban imposed by the German Supreme Court on its bid for the Sachs Group is, of course, a considerable cloud over these ambitions. But in the past 12 months it has taken the decision to compensate partly for this by establishing a manufacturing base in the U.S. while it is also in the thick of negotiations to establish a universal joint plant in East Germany.

The vital shift of direction for GKN came about ten years ago. "Up until 1968, down we were only putting down microscopic reproductions of our business into our colonies," says Mr. Gordon Griffiths, the director responsible for motor components.

"There was a marked reluctance to take any sort of risk overseas. People were not foraging. But then we figured that there would be more and more of an incursion from overseas. British models were getting older, costs were higher, and some people were not making as much money as they should have been."

Griffiths' objective overseas is to establish subsidiaries in most major vehicle manufacturing zones. Like most executives in the components industry, he holds the view that it is best to be reasonably close geographically to the car and truck producers in order to be able to influence their buying decisions. He talks of establishing an "interface" with every major producer in an attempt to latch onto specific areas of market coverage, for example, a "bonnet" with the German producers or Fiat would automatically bring an entire into their export markets in South America. This brings with it opportunities in the replacement

UK. The company has added capacity in some areas, says Griffiths, and the attitude has been to "take maximum advantage of any opportunity we have had and at the same time protect our investment in the UK and British Leyland." In fact, exports have gone up in the last few years, despite GKN's awkward product range for this kind of business. Although many of the company's parts are heavy, and therefore not ideal for sending long distances, GKN has found that it can put together packages in carefully selected areas—it has, for example, greatly expanded sales to the U.S. Exports now account for about 30 per cent of business.

The three factors in success overseas, says Griffiths, are quality, performance and cost. A lot of emphasis therefore has to be placed on the first two characteristics, where British companies have established a notably poor reputation overseas in recent years. Given a satisfactory performance on this count, British companies are in a strong position, particularly in their attempt to break into the U.S., because of their low wage costs. "If you take the general cost structure in the U.S. you will always find an advantage here because of our wage costs. This has been a fact for 25 years and as long as this differential remains we shall always have an advantage."

GKN also has another great strong point in its favour—its universal joint technology, which provides a vital function in transmitting power from the engines to the wheels in front-wheel drive cars. Its only serious competitor at present on a world scale is Peugeot Citroën. Yet this market is growing at a vast rate as more and more manufacturers move over to front-wheel drive.

There is a step change in constant velocity joints, Griffiths acknowledges. "If we are good, we shall hang on to the business for some time. If we are bad we shall lose it."

T.D.



# Days of do-it-yourself

"WE ARE in the supply or cancel business, whether you call it the after-market, selling to major factors, the High Street business, cash and carry. Do-It-Yourself or whatever." This was from the marketing executive of one of the UK's largest replacement part makers and distributors and is probably as accurate an approximation of a market without defined boundaries as one can expect.

It is fashionable these days to dress up mutton as lamb by investing old customs with "in" descriptions and by producing statistics to throw in people's eyes, accompanied by the appropriate technical jargon. "We have 45 per cent of the market for double-acting water hoses made by UK after-market suppliers" may turn out to be only about 15 per cent of the total market after counting in the same products made by manufacturers, other sources and imports.

## Dependent

In fact some things have not changed all that much from the earliest days, even though the range of accessories and spares has widened enormously with the increasing engineering and electrical sophistication of cars. Success is still dependent on the ability to supply the required article on the instant and of a quality to ensure consistency of business. That is still the touchstone for those handling replacement parts and accessories, however and to whoever distributed. And it may be added, to whatever market, home or overseas.

Success is also influenced by the ability not only to spot what the total market is moving, but the way in which its various elements are changing in response to economic circumstances and high pressure advertising.

One of the more recent phenomena has been the growth in DIY equipment and facilities. Faced with repair labour charges of around £5 an hour, more and more motorists are trying to maintain their cars themselves, or with the help of friends, or "moonlighting" garage fitters.

Some smaller owner-run garages also offer facilities, like lifts to get to the underside of a car, special tools for such things as replacing wheel bearings, and skilled help with engineering and electrical problems.

There is no doubt that with the dramatic increase in fuel and other motoring costs, inflation and wage restraints, the DIY sector of the market has been growing vigorously. Because of the fast moving and fast changing nature of the after-market business it is a sector that is being studied with keen interest to try to determine the potential and future trends.

Arguments as to how it will develop tend to go in rather opposite directions. There are those who believe that DIY is set to grow pretty steadily, and that the temptation for smaller garages and similar concerns to latch on to the business, even by providing suitably equipped mobile workshops, for hire—after the fashion of the increasingly popular van hire business—will be too difficult to refuse. Success depends on quick decisions to snatch every prospect of extra turnover.

Others point to the number of serious crossover and other motorway accidents in which poorly maintained cars and other vehicles are involved. Britain lags behind other European countries, particularly Sweden, in safety standards, and this is not a situation that can be allowed to continue indefinitely, runs the argument. Ministry of Transport tests are becoming stricter, partly because 80 per cent defective parts that are still operational can be passed by the less scrupulous, and partly to see that as far as possible the 14m or so cars on the road are safe.

This tightening-up has recently been taken a step further by the plan to reduce the number of premises licensed for MOT testing. That would certainly enable closer control of the remainder.

Any movement towards stricter testing seems bound to limit the scope of DIY, though it may not diminish its growth. Without some kind of quality control over repairs to safety-sensitive parts like steering joints, it could get out of hand

as owner drivers tried to economise on rising spares and repair costs. Modern cars are extremely sophisticated pieces of machinery in which it is foolhardy, and possibly dangerous, for amateurs to meddle. Disrupting an electrical connection may not do much harm; but even changing the hydraulic brake fluid could lead (and has done so) to total loss of braking power at a crucial moment.

If DIY is confined to routine oil and plug changing, putting on a fan belt, even renewing brake pads and linings, and providing the person is sufficiently skilled or is under supervision, no great harm will be done, for the more skilled maintenance will be carried out by the trade. Nevertheless there are one or two areas where DIY could eat into the business of fast-fit centres like exhaust replacement. Those offering DIY facilities could also take some business away from traditional sources, although one would have thought that the return on merely hiring would not be sufficient to attract very many into the game.

There is too a further element in the equation. Vehicle manufacturers, and especially car manufacturers, are vividly aware of the need to reduce maintenance to a bare minimum. It has become a highly competitive feature. Tremendous pains are taken at the design stage of a new model to see that it goes together easily on the assembly line and that replacements can easily and speedily be made for maintenance purposes. This has greatly helped to reduce the time (and therefore cost) of routine maintenance.

## Efforts

That is fine so far as it goes, but the after-market does not really begin to operate until a car is out of warranty. New cars are religiously taken along to franchise dealers, and though they make tremendous efforts to maintain customer loyalty after the warranty expires, this kind of loyalty has withered—sometimes to the point of extinction because of the fierce competition from the after-market suppliers.

Car manufacturers tried desperately hard to channel business only through recog-

nised or franchise holders, but it was a Canute-like gesture against the swelling tide of entrepreneurial independent spares makers, the Quinton Hazells of this world. The trend to non-franchised operations grew strongly during the sixties in response to the needs of VW Beetle owners, and there are now a substantial number of VW "specialists" mainly buying their replacement parts from an import source or UK supplier.

Such suppliers attracted disreputable epithets, like pirates. At least that was so until rather belatedly suppliers of original equipment to the vehicle factories, and then the vehicle makers themselves, got in on the act. Now many of the "pirates" either supply original equipment to the car producers or to highly regarded chains of shops, and have become further respectable—and respected—by taking their expertise and their products into Europe and further afield.

The stiff upper lip with which the traditionalists tried to meet the onslaught from upstart entrepreneurs with a

keen eye to business could not last in the face of the gathering momentum of foreign cars into the market. VW Beetles were followed by Renaults, Fiats, Peugeots, Volvos, Saabs, Alfa Romeos and Japanese makes. Nor these days can the imports from their European plants by Ford, Chrysler and General Motors (Vauxhall and Opel) be overlooked. The 40 per cent of the UK market that imports have been taking will increasingly be coming on to the after-market for replacements and accessories.

The whole of this market has become a free-for-all, with car makers like British Leyland, Ford and Chrysler investing heavily in comprehensive warehousing and distribution facilities, and acquiring parts from many sources to service all makes of vehicle.

The Associated Engineering group, which in A. E. Edmunds Walker has one of the biggest spares organisations acknowledged the trend by setting up a separate company, Imported Vehicle Parts. In the past the non-franchised operator has been forced to obtain his parts

from a main agent, often travelling long distances and receiving low discounts for his efforts," says Geoffrey Butchers, director and general manager of IVP. "In the fast developing new situation he can now order by telephone and expect fast deliveries of identical to original equipment parts."

If there is a dividing line in this sector of the market it is that the motor manufacturers tend to concentrate on fleet owners while the smaller parts manufacturers go for the more specialist cars that may not have the same spares backing as the popular saloons. It is at any rate a fairly common way into the market.

There are various estimates of the value of the UK market but a guess of £800m annually might not be too far out. It is not easy to pin down significant changes in a constantly changing market; but a trend that seems likely to develop quite strongly is towards specialisation. The days of retailers offering everything from wheelies to white wall tyres may be numbered. And while the scope of DIY will almost certainly be limited, its volume will almost certainly increase from the present 25-30 per cent of the retail market to nearer the U.S. figure of around 50 per cent.

Peter Cartwright

# The electronic revolution

THE WORLD motor industry stands today on the verge of its own version of the electronic revolution. The changes brought about by these new applications are likely to be some of the most radical to have affected vehicle design for the past 20 years. They will play a part in the rapidly accelerating process of lightening and miniaturising parts in the attempt to introduce more space into the smaller vehicles which are now being designed. But their key role will be in reducing fuel consumption through a variety of engine management

techniques. These will be also converted most of its cars to electronic ignition systems.

The problems with all these developments, however, is cost. To a large degree, the technology already exists in embryo form. Electronics are already widely used in the aerospace industry where lightweight components which work to a high degree of accuracy are at a premium. But the systems now have to be simplified and de-boarded, and a dashboard light signed down to an acceptable price for the average car. How he is using too much fuel every time he steps too hard on the accelerator pedal. Chrysler has

activity are as follows:

1. Breakerless Transistorised Coil Ignition: Under this system, the current which causes ignition is switched between the distributor plugs and triggered off by electrical components, rather than mechanical breaker points which operate both as a trigger device and a current switching system. The advantage of this system is that its elimination of mechanical wear of the breaker points produces better consistency of ignition timing, and gives higher voltages, which leaner fuel mixtures are being increasingly used.

The system costs more at present, but is virtually maintenance free, and is reckoned to give higher fuel consumption. All new cars in the U.S. now use these components, and the conversion is just beginning in Europe, where about 15 per cent of vehicles are reckoned to have breakerless ignition units.

2. Computerised ignition: This is a refinement of the breakerless system, in which a computer is used to calculate the optimum ignition timing for every turn of the crankshaft. The idea is for the computer to get information about engine loads, heat, and engine speeds, and to calculate the timing of the ignition to optimise fuel consumption and control fumes. Micro-computers are now being developed to take over the tasks of control and adjustment, and have gone into small series production at General Motors and Chrysler.

3. Electronic injection: Direct injection of fuel mixes into the cylinder is now being widely used as an alternative to the carburettor, because the system achieves a cleaner burn of the fuel, and tends to improve fuel economy. In countries where there are tight controls in both these areas, such as the U.S., injection systems are therefore gaining increasing acceptance. In some of these systems, electronics are used to measure the air flow and determine when fuel should be delivered to the intake ports.

Bosch, the West German electrical group, has developed a refinement of this system, called the Lambda sensor, which is designed to regulate the air-fuel mixture by sensing the residual oxygen in the exhaust gases. The sensor feeds information back to the electronic control unit which then regulates the injection process to give the ideal mix. Again, the concept behind this is to improve economy and reduce pollution.

4. Anti-skid: Electronic methods of measuring the speed of wheels under braking condi-

tions are being designed, provide a means of preventing skidding by stopping wheel rotation. The idea is that sensors attached to all the wheels independently regulate the brake by means of electronic signals so that they are never allowed to lock. This will be the vehicle to be steered in the wettest conditions.

5. Transmission: A speed long-term advance will be a transonic method of controlling the gearbox along with all the engine functions. The notion behind this process is that a computer would control the vehicle to give optimum usage—much better than present human and mechanical methods. This it would do by instruction on the speed and then select the appropriate fuel mix, engine speed and ratio. But these central computer systems for cars depend crucially on the development of microprocessing technology to provide adequate storage facilities.

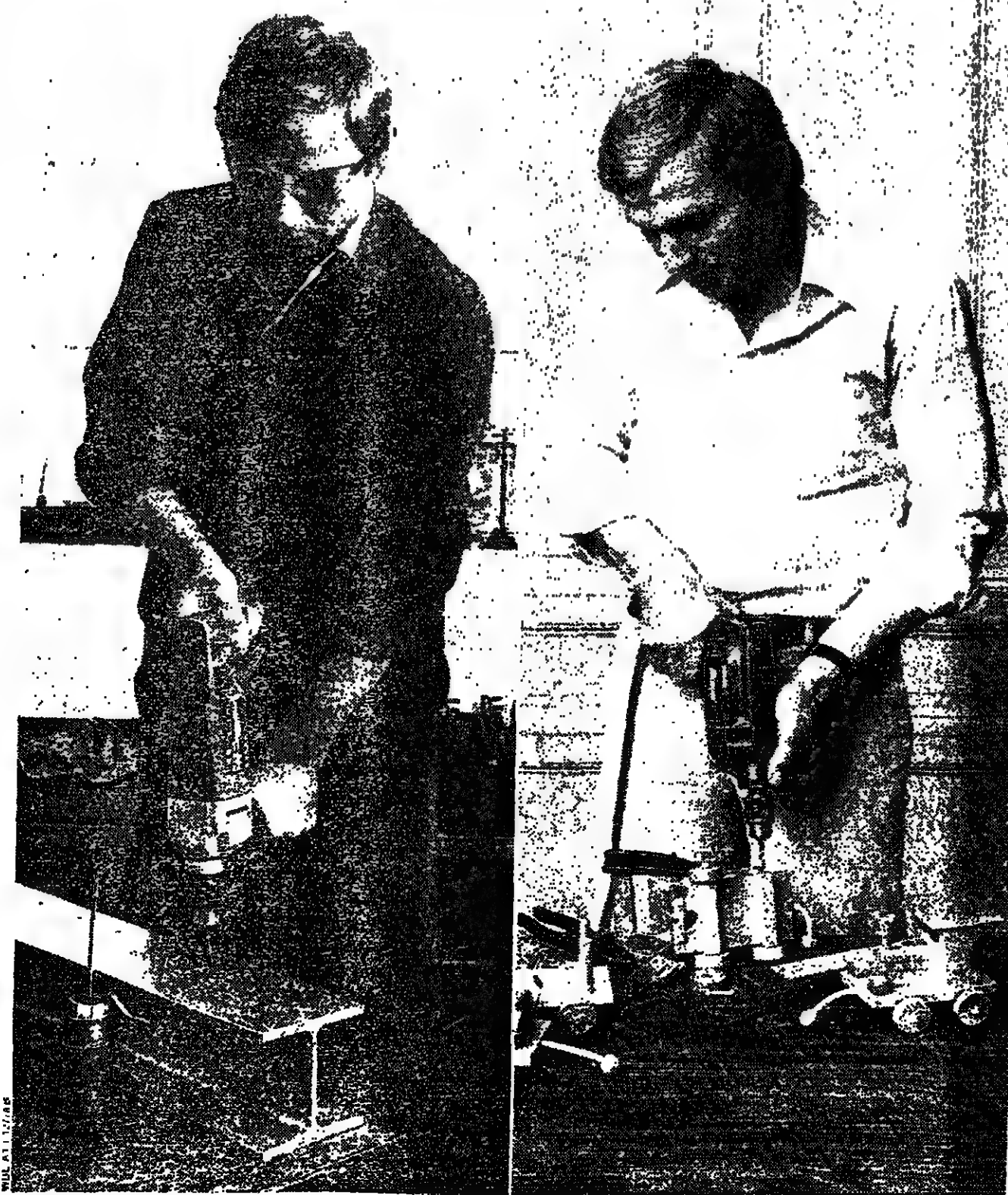
## Speed

There are also other critical fields, such as control systems, in which electronics are already proving the worth in cars. Clearly, the fore, the application of a technology will be one of the central fields of development in the component manufacturing the next decade, and already major companies are joining the position. In Europe, Bosch and Lucas are in the pole position while in the U.S. both Bend and Motorola have made significant steps forward. At the same time, General Motors and Chrysler have also entered the race and are now using the designed in their own component subsidiaries.

The major problem facing these companies in the year ahead is the high cost of development in this field. In this reason, it is being suggested that, in Europe, component manufacturers might together with vehicle companies on joint projects to share cost and the necessary manpower. Significantly, in context, Bendix, too, announced that it might enter into such an agreement with Renault, the French vehicle producer, and Renault is admitted that it is talking to U.S. group along with Bosch and Lucas. If such a deal is arranged, other vehicle producers can be expected to follow.

**Bosch**  
at work.

**Bosch**  
at home.



Professional craftsmen don't forget their skills when they get home. And Bosch power tools can help them get the most out of their skills. Here's one reason why—Bosch "All-insulation".

Before 1929, safe insulation of electric tools was hardly known. Then Bosch improved the situation, by introducing the first double insulated hand held power tool—an electric hair clipper with a Bakelite housing.

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"All-insulation" was just one of many Bosch innovations in power tool manufacture and development.

Bosch introduced the first rotary hammers suitable for mass production. Together with Bosch jigsaws, the Bosch rotary hammer became a symbol of quality.

More professionals in Europe prefer Bosch power tools.

Today, Bosch power tools are at work in every branch of industry. For example, most car manufacturers throughout Europe rely on them.

This professional experience and quality goes into every Bosch power tool. And if Bosch power tools are

good enough for the professionals, they're good enough for the home handyman and do-it-yourself enthusiast, too.

There's more to Bosch than you think.

Your car engine almost certainly has some Bosch parts; and it may well be tested by Bosch equipment at its next service.

Many of the goods people buy in their supermarkets have been packed with machines produced by Bosch. These provisions may be stored in a Bosch refrigerator or freezer in a Bosch kitchen.

Television viewers will have seen the Olympic Games through Bosch eyes, as many of the sporting events were televised by Bosch Fernseh cameras. News and entertainment in cars can be received with Blaupunkt auto sound systems.

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Bosch UK:  
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**BOSCH**



# Busting the 'catalytic cracker syndrome'

OVER THE last two years there has been a radical shift in Conservative thinking on regional policy. When the Tories produced their policy document, *The Right Approach*, in October 1976, even the most careful readers had to delve for any mention of regional affairs. Towards the bottom of page 32 part of a sentence stated that "the powers of the Scottish and Welsh Development Agencies to buy into profitable companies would be removed". Otherwise, the far-flung parts of Britain might not have existed.

By the time *The Right Approach* to the Economy, the policy document bearing the imprint of Sir Keith Joseph, Sir Geoffrey Howe, Mr. James Callaghan, Mr. David Howell, Mr. David Howell, appeared a year later the party was more inquisitive. Two whole pages were given to regional policy, the core of which indicated a significant change of emphasis from Labour's approach.

The Tories conceded that there were still serious economic differences between various parts of the country but argued that the cost of assisting those areas where deterioration was high was often borne by successful concerns "whose growth may well have been curtailed" as a result.

They argued that pumping huge amounts of money into capital-intensive, labour saving plants did not help to ease unemployment in either a local economy or the national economy and so there would have to be control over total local expenditure in order to get better value for money spent. The intention, in the words of the pamphlet, was to introduce "changes in the structure of

regional grants, so that they are more effective in encouraging the generation of real jobs. Jobs that will last."

The document was specific about one other area, industrial development certificates (IDCs). To prevent the decline of prosperous areas, such as the West Midlands, and to reduce the stringency of government controls on industrial and office development the Conservatives suggested that the IDC threshold should be raised and the system of office development permits ended.

## Higher figure

There is some sympathy for this proposal within the Government. It has already raised the threshold for IDCs from 12,500 square feet to 15,000 square feet and while the Tories would probably call this nibbling at the edges it is at least a step in the direction they want to go. They would certainly put the figure much higher, probably somewhere between 30,000 to 40,000 square feet and if they come to power it is unlikely that Labour would spend much time opposing such a move.

That the Conservatives felt able to devote two pages in their document to a discussion of regional policy reflects a considerable shift in their thinking. Two years ago, when hard-line positions were being taken, regional policy was a non-runner. Instituting a fuller market economy was considered to be a better policy than tinkering with projects.

Since then it has come to be accepted that the Tory Party has to have a view on what ought to be done in North Devon or the Crampians, on Tyneside or Merseyside.

One man, Teddy Taylor MP, the Shadow spokesman for Scotland, has probably done more than any other to change party attitudes. He has argued strongly, not to say vociferously, behind closed doors that the Party in Scotland has to have something to put before the voters. He has been helped, in a quieter way, by Nicholas Edwards MP, his counterpart in Wales. Mr. Edwards accepts that something special has to be done to protect Wales, particularly as it is now going through a difficult time with closures in the steel industry.

The support of these two MPs meant that the committees looking at regional policy, largely under the industry spokesman, Kenneth Clarke MP, were given fresh hope. Instead of being relegated to a relatively routine exercise they began to feel that they were not some forgotten army of the Party.

They were determined to try to avoid some of the Party's excesses in adjacent fields. It is conceded now that the Party has got egg on its face over the National Enterprise Board, for instance. The first policy document stated: "The NEB must be abolished, though we shall have to retain some sort of administrative mechanism for selling off NEB shareholdings where this is possible and for administering those which cannot be sold off immediately." Similarly, the powers of the Scottish and Welsh Development Agencies to buy into profitable companies should be removed.

A year later, while still genuflecting to the theme that "the considered rescue schemes take money from the more efficient to give to the less efficient," it

was conceded that "of course we recognise too that there will be some exceptional cases where help may be justified in the national interest." An embarrassed party did not actually say in so many words that such help would be given.

permitted it is likely to resist strongly any tinkering with the concept of regional development grants. For it is here that the Conservatives see considerable scope for change. The Tory approach is that in South Wales because this will not only create 2,500 jobs but

much more cost-effective. They believe that what is known as the catalytic-cracker syndrome—in which a £300m project may create relatively few jobs, say 300—will have itself to be cracked. They believe, with some justification, that there ought to be a ceiling on the amount of aid given in relation to the number of jobs created.

In other words, Conservative policy makers are against giving a 20 per cent grant automatically to a project merely because it happens to be sited in a development area. They are particularly opposed to giving such grants to companies which would have gone to the area in any case. So they would not, for

the NEB, but the inference was plain. Those devolving away in back-room committees on regional policy were partly saved from being too doctrinaire by a lack of tactical direction from above. Now, however, the pressure is on them to produce a policy. Goaded on the one side by Mr. Taylor's persistence and on the other by the possibility of an October election, one of the Party's leaders will make a pronouncement on regional policy soon.

The two issues discussed in *The Right Approach* will figure prominently. But while Labour might not cavil too strenuously at abolishing office development

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take this exercise before an election, because it is seen as more a matter of administration than principle. Taking no action would also keep all the lobbyists away from the Shadow Cabinet as any local authority which knew it was to lose its development area status would immediately be up in arms. But it is a possible move for any Conservative minister to make.

Attitudes towards both the Scottish and Welsh development agencies have softened recently and while it is still intended to discourage them from taking equity shares in companies their other roles, especially in the creation of advance factories, are accepted. There is, however, no chance of other areas of Britain, such as the north of England, getting their own agencies despite the urging of this course by some sympathetic backbench Tory MPs.

The other big field likely to feature in Tory regional policy is the European Economic Community. The Tories believe Britain should act as "good Europeans" and that the present Government is merely using the Regional Fund to get money back from Brussels.

These are all quite substantial changes from present policy, which is somewhat surprising, because regional aid policy has hardly proved a subject of inter-party controversy in the past. The Government has on the whole accepted the 1972 Industry Act and the Tories have taken on board previous Labour schemes. But the Conservatives believe their changes will be accepted by industry as necessary moves and as part of their strategy to bring down the overall rate of taxation through a reduction in public spending.

Given the extent of such savings—perhaps £200m to £300m a year—the logical next step would be to redraw the assisted areas map. These areas already cover half the country and there are considerable anomalies. But there is no intention to under-

## REGIONAL DEVELOPMENT GRANTS

CUMULATIVE TOTAL: FROM 1972 INDUSTRY ACT TO MARCH, 1977

Plant and machinery	Special development areas	Development areas	Total plant and machinery	Building and works	Special development areas	Development areas	Intermediate areas	Derelict land clearance areas	Total building and works	Total plant and machinery building and works
Great Britain	328,767	453,876	782,643	83,481	83,702	104,919	—	5,878	277,980	1,060,623
North	113,593	185,070	298,663	28,061	29,250	—	—	—	57,311	355,974
Yorkshire and Humberside	—	1,446	1,446	—	874	54,678	—	—	55,552	54,998
East Midlands	—	13,080	13,080	—	3,432	7,307	—	—	7,307	7,307
South West	—	—	—	—	2,329	1,813	—	—	4,142	17,232
West Midlands	—	—	—	—	—	318	—	—	2,003	2,321
North West	55,513	51,126	106,639	11,628	6,123	35,370	—	—	53,121	159,760
England	169,704	250,722	419,826	39,689	38,576	95,611	—	5,878	179,754	599,582
Wales	42,161	83,070	125,181	8,002	16,016	—	—	—	31,663	157,844
Scotland	117,500	120,134	237,634	35,790	29,110	663	—	—	65,663	303,197

Source: Central Statistical Office, Regional Statistics, December 1977

## Monitoring public money

From the Comptroller and Auditor General

Sir—The article "Whitehall's fight over monitoring public money" by David Freud in your issue of today (June 3) makes only one incidental reference to my own substantial observations on the Expenditure Committee's report on "The Civil Service" last Session. In those comments I sought among other things to explain the wide scope of the value-for-money audit, which the Treasury and Audit Departments were one of the earliest pioneers of.

My own view was that the value-for-money audit was a necessary part of the Government's efforts to control expenditure and to ensure that public money was spent wisely. I also pointed out that the audit was not a new invention, but had been in existence for many years.

May I suggest that before commenting further, David Freud should read a representative sample of the Civil Service's operational reports on the value-for-money audit. These reports, which are published annually, show that the audit has been successful in identifying areas where money can be saved without affecting the quality of services.

## Workers on the Board

From Mr. R. Goodall

Sir—I was interested in the letter you published (May 3) from Mr. Bryan Cassidy, the author of the Conservative Party pamphlet "Workers on the Board". With this privilege I would have expected him to be informed on the subject that would appear from his letter. He states that the weaknesses of the Government's proposals relate to the way in which employee directors will be appointed, stating that in the view they should be elected by all the workers and should be employed within the enterprise. I take no exception with these proposals so much as odds with his own views. The White Paper clearly states that employee representatives on the Board will be appointed by the Government.

I also believe that his dismissal of experiments in industrial democracy in the public sector is ill-founded. He regards these as a "hollow sham" because in most cases the representatives are "union chieftains" with no real experience in the public sector. He has taken place in British Steel and Mr. Cassidy will find that the problem encountered in British Steel has not been that the workers' directors have been "union hacks" but that the contrary, they have been considered by the workers to be too independent.

## Cost of the water supply

From Mr. R. Hutton

Sir—Your correspondent, Mr. Walsey (June 2), raises an important point when he says that "the increase in the water charge" did not tie up with the council's statement that less would be paid to the top tax rate, has halved, the value of fixed interest securities has plunged, the real value of all assets have properly have fallen hugely in the face of inflation.

## Letters to the Editor

If the Conservative Party is to develop a credible policy in the area of industrial participation, which I think it must, I would suggest that the authors of that policy examine current proposals and experience more closely before dismissing them. R. Goodall, 27a, Upham Park Road, Chislehurst, WA.

## And who should choose them

From the General Secretary, Civil Service Union

Sir—In your report on the response of my union to the Government's proposals on a post-entry training membership agreement (June 2) a printer's advertisement, signed "Robert", caused me to be misquoted in a rather unfortunate way. In the report I am quoted as saying "The moment a trade union allowed an employee to decide when there should be a ballot on any issue, the union would give up a crucial part of its freedom and independence." The article in my union journal on which this report is based made it clear that we were objecting strongly to the employer attempting to decide that there should be a ballot. Any employee who is a member of the union of course has a complete right to put forward a proposal that there should be a ballot. I would be grateful if this letter could be published in order to put the record straight. L. H. Moody, 14-21, Hatton Wall, E.C.1.

## Charges for sewerage

From the Director of Finance, Thames Water

Sir—Mr. R. W. Thirkell in his letter to you (May 27) raised the question as to whether a statement in our leaflet on charges was not "disgraceful". The statement that "charges for services will no longer be included with your general rate demand" and therefore you will be asked to pay a separate bill to your local council is true. I have no desire to engage in a pedantic dissertation as to the meaning of "correspondingly" but I do not accept that this is what he described as a "unilateral public statement".

Authorities are of course subject to the Price Code should the question of and before any increases in charges can be made. Price Commission approval is required. The Price Commission has recently completed an investigation into Thames Water's charges and their report is due for publication shortly. I would like only point-out at this stage that the average increase in charges permitted by legislation while the investigation was in progress was 7.2 per cent. against the original proposal of an average of 9.5 per cent.

E. J. Gilliland, New River Head, Rosebery Avenue, E.C.1.

## Distribution of wealth

From Mr. Richard Elliot

Sir—The article in today's Financial Times (June 1) by Anthony Harris ends with the extraordinary allegation that 14 years of socialism has done nothing to alter the distribution of wealth. Not even Lord Diamond's commission (not exactly a Tory preserve) has been able to substantiate this popular myth. In the past 10 years the proportion of private

wealth held in shares has fallen by two-thirds, the differential of incomes between the highest and lowest paid, up to the top tax rate, has halved, the value of fixed interest securities has plunged, the real value of all assets have properly have fallen hugely in the face of inflation. Now private wealth is increasingly tied up in the inflated values of private freeholds, most bought purely for living in and producing no income. Mr. Harris would do well to consider why, notwithstanding the halving of the value of money, there are now less rich people, i.e. individuals liable to assessment on a future wealth tax starting at £100,000, than would have been liable in 1968-69.

It takes no economist's training to work out that if one's wealth is less than it was five years ago (as is the experience of myself and nearly all my family and friends) and if, in that time, the money to which wealth is measured has halved in value, then taxation on the income therefrom is largely unchanged. That the rich are only half as well off as they were only five years ago. Conversely, if those who have benefited from trades union monopoly power have doubled or trebled their incomes as a result, clearly there has been a huge, unjust and totally immoral "redistribution" of wealth. Richard Elliot, 7, Vernon Avenue, Handsworth Wood, Birmingham.

## Buying a house in Scotland

From Mr. George R. Cameron

Sir—With regard to your recent correspondence on "Buying a House in Scotland," I can confirm the observations made by Iain Fraser (June 1). Having lived in Scotland for 25 years, prior to moving south last year, and having had during that period, as an owner-occupier, to buy and sell our individual property, in West Central Scotland (twice), in Aberdeen and subsequently, Glasgow, I have been more than a satisfied client as a customer of the way in which my own appointed solicitors have handled the above transactions on each occasion.

Mr. Fraser rightly says: "There is a great deal of merit that once an offer has been accepted in writing there is then normally a binding contract," which all readers who have had similar experience to ours, of buying and selling property in England, will recognise as a considerable blessing to both buyer and seller who are normally involved in a second simultaneous transaction.

The Scottish solicitors' property centres, from personal experience, are also a great boon particularly to business people, having time as a scarce resource. For the centres allow the individual to focus on a local property market quickly, and to obtain a fairly good estimation at minimum cost, of the breadth of the market available. Its geographical preferences (of especial value to strangers to an area, as we were when we first moved to Aberdeen) and a representative spread of prices to suit almost any pocket.

No, I would rather have the Scottish solicitor's system of marketing property, in the efficient manner in which they carry out their task on behalf of both buyer and seller than the unreliable systems that prevail in the South.

George R. Cameron, 28 Dolphin Court, Clarendon Road, Hengoed, Eastbourne.

that "the increase in the water charge" did not tie up with the council's statement that less would be paid to the top tax rate, has halved, the value of fixed interest securities has plunged, the real value of all assets have properly have fallen hugely in the face of inflation. Now private wealth is increasingly tied up in the inflated values of private freeholds, most bought purely for living in and producing no income. Mr. Harris would do well to consider why, notwithstanding the halving of the value of money, there are now less rich people, i.e. individuals liable to assessment on a future wealth tax starting at £100,000, than would have been liable in 1968-69.

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## Pension scheme pitfalls

From Mr. C. M. Jackson

Sir—The point made in Eric Short's article "Pension Scheme Pitfalls" (May 31) concerning the adverse effects on pensions of changing jobs becomes much more serious if inflation is taken into account. Using his example, but assuming (a) that the salary changes he shows are in real terms (b) that inflation is 8 per cent per annum for the next 20 years giving 165 per cent total inflation we get the following picture:

Salary at retirement	Company A is £18,000 × inflation factor 2.65	per annum
final salary	£47,780	
pension 40/60	£31,840	
Company B		
final salary	£21,000	
× 2.65	£55,650	
pension 30/60	£18,550	
plus deferred pension from Company A 20/60 of £9,000...	£3,000	
Total	£21,550	

Thus by changing jobs for a higher salary one third of the final pension is lost. If inflation is greater, more is lost. C. M. Jackson, Oak Hill Road, Sevenoaks, Kent.

## Today's Events

Mr. Moraji Desai, Indian Prime Minister, arrives in UK for three-day visit—lunch with Foreign Press Association, Savoy Hotel, followed by talks at Downing Street.  
EEC Foreign Ministers meet. Luxembourg.  
Workers in dispute at Bank of England's note-printing factory, Loughborough, Leics., to decide whether to call off industrial action.  
Post Office Engineering Union conference debates shorter week, Winter Gardens, Blackpool.  
Mr. Robert McNamara, President of World Bank in Tokyo for four-day talks.  
Institute of Chartered Accountants in England and Wales annual meeting debates motion on local authority accountancy, Moorgate Place, E.C.2.  
Mr. Eric Varley, Industry Secretary, opens new Vickers factory, Scotswood Road, Newcastle upon Tyne.  
Association of Chief Police Officers and Local Authorities conference opens, Palace Hotel, Torquay.  
Mr. Bruce Mullan, Scottish Secretary, in discussions with Orkney Island officials on proposed Government amendment to Scotland Bill.  
Mr. Ernest Armstrong, Environ-

ment Under Secretary, opens anti-racism exhibition aboard paddle steamer Tattershall Castle, Victoria Embankment, London.  
PARLIAMENTARY BUSINESS  
House of Commons: Nuclear Safeguards and Electricity (Finance) Bill, remaining stages. Employment (Contingent Staff) Bill, second reading. Theft Bill (Lords), second reading.  
House of Lords: Films Bill, report stage. Wales Bill, committee stage. Internationally Protected Persons Bill, second reading. OFFICIAL STATISTICS  
UK banks' liquid liabilities, reserve assets, reserve ratios and

special deposits (mid-May). London clearing banks' monthly statement (mid-May). Hire purchase and other instalment credit business (April). Housing starts and completions (April). Retail sales (April—final).  
COMPANY RESULTS  
Charter Consolidated (full year). Comet Radiovision Services (half-year). De La Rue (full year). London Securities Investment Trust (full year).  
COMPANY MEETINGS  
Camrex, Seaburn Hotel, Sunderland, 12. Everard, 73, Harborne Road, Birmingham, 12. Mettoy, Winchester House, E.C.12. Yorkshire Fine Woven Spinners, George Hotel, Huddersfield, 11.30.

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# COMPANY NEWS+COMMENT

## Second half fall leaves Metal Box at £56m

MAINLY REFLECTING a downturn in the U.K. second half profits of Metal Box fell from £34.3m to £30.5m leaving the figure for the full year ended March 31, 1978 down by 4 per cent to £55.78m.

In November the directors reported half-year profits ahead at £25.23m against £23.79m but said that they saw no immediate improvement and that the full year's result was not expected to match the figure for 1977/78.

Sir Alex Page, the chairman, says that the past year was a difficult one, not only because of the bad weather conditions for canned food and beverage cans, but also because of certain industrial unrest. These difficulties, he adds, resulted in lower profits for the period.

Prospects for the economy do not appear to favour any substantial increase in sales for the current year, but Sir Alex feels there are opportunities for increasing efficiency and profits, if the group can overcome the industrial relations problems. These problems cost the group several millions of pounds in lost profits last year.

There are signs that these problems are being overcome, but until incentives can be given for greater effort, skill and responsibility, which is difficult under the pay policy, problems are bound to arise.

Earnings per £1 share are stated at 64.9p (61p) and the dividend for the year is stepped up to 14.50p (13.42p), the maximum permitted, with a final of 8.26p net. The directors intend to pay an additional dividend if A.C.T. is reduced.

During the year, the group's shareholding in the metal con-

### HIGHLIGHTS

As forecast at the half-way stage Metal Box failed to reach last year's pre-tax profits but the shortfall was less than the market had anticipated. Lex also takes a look at the implications on UK companies' results following the American IRS's change of policy on stock valuation. Also covered is the Albright Wilson rejection of the bid approach from Tenneco and the Edinburgh issue of £25m 5-year Variable rate stock. Elsewhere, Martin the Newsagent like NSS lost about £50,000 during the newspaper wholesalers' dispute while William Reed looks poised for real growth in the second half once the recent acquisitions make their mark.

tainer company, Metal Box was reduced from 60 per cent to 40 per cent and this company is shown in the accounts as an associate. Excluding the turnover of this company, the increase in sales overseas was 12 per cent.

	1977-78	1976-77
Sales	597,438	705,173
Home	322,537	401,384
Overseas	274,901	303,789
Profit before tax	55,777	58,086
Home	37,732	41,384
Overseas	18,045	16,702
Associates	1,000	119
Finance	10,777	14,962
Not profit	45,000	39,521
Minorities	6,232	1,634
Extraordinary	4,172	14,592
Dividends	34,396	48,881
Provisions	3,587	4,062
Income ordinary	4,817	4,444
Retained	31,548	35,548
Metal Box	24,431	22,515
Subsidiaries	484	9,311
Associates	633	323

Negotiations were completed with Continental Group for the termination of the group's agreement with them insofar as it re-

The chairman says that the technology of can making is undergoing significant change and the group has made a substantial investment in two-piece manufacture, which has not yet earned any return.

The glass company in Nigeria is well established and is making good profits he adds. As part of its diversification plans Metal Box is on the lookout for a possible major takeover deal. The next move is likely to be outside of heating and packaging, and the sort of figures that directors are talking in terms of, on a takeover, move range between £20m and £100m. "There are a lot of places under careful scrutiny," says Sir Alex. One area, in particular, that is attracting the group's attention is once again the U.S.

The principles of ED 19 have been applied in arriving at the UK tax charge for the year, which accordingly has been reduced significantly from £18.26m to £10.73m.

Deferred tax in the balance sheet has been reduced by £30.9m and has been transferred to reserves.

Interest on borrowings and loan stocks amounted to £8.75m during the year. Expenditure on fixed assets at home and overseas was £44.6m, which included £4.2m arising on acquisitions.

On sales of £253.3m against £240.6m pre-tax profits of Metal Box Overseas rose from £19.64m to £20.92m for the year, subject to tax £5.33m (£3.68m), minorities share £2.21m (£3.99m), and an extraordinary debit of £4.71m (£4.01m credit). The attributable amount emerged at £23.1m compared with £19.98m and the dividend is increased from 13p to 16p.

The first major project has been the formation, jointly with Standun Inc. of Compton, Los Angeles, of a company to manufacture two-piece beverage cans at a factory to be built in the Los Angeles area for the supply of cans to Pepsi Cola Bottling Group for its Phoenix, Arizona and Torrance, California, filling plants.

See Lex



Sir Alex. Page, chairman of Metal Box—labour problems resulted in the loss of several million pounds in profits during the year.

### DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding year	Total last year
Anglo American Corp.	25p	July 25	25	45.25
Bond St. Fab.	0.75	Sept. 25	0.75	2.6
Macanie	1.66	July 28	1.43	1.98
Martin the Newsagent Int.	2.54	July 4	2.19	8.6
Metal Box	8.27	July 21	7.46	14.87
Wm. Reed	2.77	—	2.77	4.43
Wm. Forth	1.5	July 20	1.25	2.1

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡South African cents throughout. For 15 months.

## Bond St. Fabrics ahead but warns on second half

TURNOVER OF Bond Street Fabrics fell from £4.59m to £4.39m but pre-tax profit for the half year to March 31, 1978, jumped from £131,000 to £248,000.

The directors state however, that the double jersey section of the company is going through a particularly difficult period and the forward order book is very poor. At this stage the directors say it is hard to see the full year's results as high as last time.

Profit for the full 1976-77 year was a record £441,231 after a £157,000 loss incurred by subsidiary John Currie Son and Co.

The directors state that the position at Currie has now improved and it is no longer in receipt of the Temporary Employment Subsidy.

Available profit came out at £119,040 compared with £72,500 after tax took £128,960 against £78,500. The net interim divi-

### £75,000 downturn at Macanie

As forecast at half-year when a £38,000 profit against a £3,000 loss was reported, pre-tax profit at Macanie (London) fell from £275,000 to £200,000 in 1977.

Directors of the clothing manufacturer said in December that the level of trading looked for in the second half had not materialised. They now say that the early months of 1978 have seen a slightly firmer market enabling more profitable sales in the whole-

sale sector. Turnover for the year declined from £19,44m to £18,54m, reflecting the sale of less making activities.

The result is before a tax credit of £13,000 (£86,000 charge) and minority interests of £9,000 (same).

Earnings per 10p share are shown at 2.40p against 2.45p, and the final dividend of 1.662p net lifts the total from 1.791p to 1.976p.

## ISSUE NEWS AND COMMENT

### Edinburgh £25m variable stock

The City of Edinburgh is raising £25m by the issue of variable rate stock with a life of five years, and to replace maturing debt.

The application for which was filed on Thursday June 8 will close on the same day.

Applications must be for multiples of £100, or £250. Applications for £1,000 or £2,000 must be for multiples of £1,000 and £2,000 respectively.

Brokers to the issue are the Division.

The purpose of the issue is to use the proceeds to finance the £25m of debt which will mature on Thursday June 8 will close on the same day. Applications must be for multiples of £100, or £250. Applications for £1,000 or £2,000 must be for multiples of £1,000 and £2,000 respectively. Brokers to the issue are the Division.

### Thames Plywood placing

THE PROSPECTUS is published today in connection with the placing of 1m shares in Thames Plywood Manufacturing and the registration for the company following the suspension last November.

The placing will drop the stake in the company owned by C. P. Choulaton from 85 per cent to 65 per cent. The shares offered to the public are being greeted with the enthusiasm of a new issue and there is already quite an amount of interest in the 1,000,000 shares which will be placed in the market.

The placing has been made to satisfy the requirement of a reorganisation.

Thames Plywood's history dates back to the end of the Second World War when its main activities were orientated towards the construction of commercial vehicles and containers.

The placing with institutions and individuals is of 500,000 shares of 25p each at a price of 34p. The shares are being placed by Mr. Choulaton to 65 per cent, though Mr. and Mrs. Choulaton own 100 per cent.

The company has two main operating divisions. First, the plywood operation is involved in the manufacture of high quality plywood products.

The other division, known as the Thamesply products subsidiary, sells specialist products to the building industry both at home and overseas.

The profits record is erratic, and in the latest year to April 1977, profits are shown at £252,000 pre-tax. The half-year figures to end-October were profits of £71,000 compared with £74,000.

An interim dividend of 0.75p per share was paid to existing shareholders and in the absence of unforeseen circumstances, a final dividend of 2p per share, making a total of 2.75p per share, compared with 1.815p last year.

Brokers are Halliday Simpson.

comment  
The reorganisation for Thames Plywood gives an opportunity to develop the local following which has built up around the new chairman Mr. Choulaton. Though the placing is of only 1m shares in a fairly small company, the market is confident that this will be another staging issue. That should ensure a certain amount of euphoria when dealings start, but the profits in this year are not expected to show anything startling. Pre-tax profits of

### Bramall off to brisk start

Dealings in C. P. Bramall's shares in the Ford main debt were placed at 75p each and expected to open up at 75p.

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Nevertheless Bramall was second most active stock on exchange yesterday with just over 1.5m shares traded. The day's share changes have been relatively thin but with a market recording a top of 4 and a low of 89.

Meanwhile dealings started in Alcan Aluminium (UK), which opened at 162p and touched 165p closed the day at 161p.

comment  
Oxley Printing Group announced that it has received complete conversion notices from holders of £360,079 of the company's £360,000 15p ordinary debenture stock 1982. The company's ordinary capital will thereby be increased from £1,801,000 to £1,751,679.

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## Supplies upset but Martin the Newsagent expands

DESPITE LOSSES arising directly from disruption in the newspaper industry taxable earnings moved ahead at Martin the Newsagent in the half-year to April 3, 1978, by £277,000 to £1,856,000 on sales, excluding VAT, up 18.8 per cent to £39m, against £32.84m last time.

The directors say that providing prices of major products, particularly newspapers and cigarettes, rise during the summer in line with general inflation and the newspaper industry is not too severely disrupted, they expect a satisfactory full-time profit. For 1976/77 the total was a record £2,92m.

The first-half results this time include the benefit from Easter trading, the larger part of which fell in the second half last year. This gain, amounting to a profit of some £50,000, was wholly off-set by the loss arising from the disruption of newspaper supplies, the directors state.

With tax at £995,000, against £880,000 restated in line with ED19, earnings per 25p share were depressed by 6.4p to 18.8p. The net interim dividend is stepped up

to 2.335p (2.189p). Last year's final was 4.11p.

Profit was struck after depreciation and amortisation of £294,000 (£246,000) and retained earnings amounted to £1,010m (£1,310m).

The number of branches operated by the group, which was 478 at half-time, is likely to reach 498 by the October 1 year end. Ten of these will be on new sites and will comprise five conventional newsagents, four larger stores and a general store.

comment  
Comparisons between Martin the Newsagent and NSS show that both have been affected to the tune of around £50,000 by the disputes in Fleet Street and the newspaper wholesalers. This, and lower price inflation, has reduced Martin's first half profits rise to 17 per cent, while NSS's growth was around a fifth. On the tobacco side (39 per cent of turnover), lower cigarette consumption has meant a small drop in volume sales, but this has been offset by expansion in leisure products (toys, records etc) in to

the larger branches. Elsewhere, volume sales of confectionery show some improvement and now accounts for 15 per cent of group sales. Obviously the summer is going to be important for soft drinks and ice cream sales, and any cover price rises will benefit newspaper profits. With 20 additional newsagents this year, profits of around £2.5m (£2.9m) are possible. At 24p, the shares are on a prospective p/e of 7 taking a line through the interim tax charge or 9.2 (fully taxed), while the yield is 4.5 per cent, compared with NSS's 9.8 p/e (on a full tax charge) and 2.9 per cent yield.

comment  
Growth to continue at Glossop  
Although trading conditions in the current year do not appear to be any better Mr. Digby

Burnell, the chairman of W. and J. Glossop, says the company will not only be able to take advantage of any easing in the unsatisfactory trading climate but will also continue its course of profitable growth both within the company and by acquisition.

In the January 31, 1978, year when profit before tax advanced from £9.73m to £9.83m, Government funds for road maintenance and improvement were less than the previous year, resulting in sharp competition and tighter margins. Poor weather did little to help, he says.

However, the reorganisation of the company continued, and the newly acquired quarrying and bitumen heating and distribution operations made a significant contribution.

At January 31 Anglo American Asphalt Company owned 26.95 per cent of shares and Sir Robert McAlpine and Sons 7.37 per cent. At May 15 Thornton Trust held 5.16 per cent of capital.

Meeting, Halifax, June 28 at 11.30 am.

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## Wm Reed tops £1m: change of trading emphasis planned

ANNOUNCING a 37.5 per cent increase in sales to £12.5m for the year to March 25, Mr. Graham Ferguson, chairman of the William Reed Group, said yesterday that his intention was to "create a broadly based non-fashion textile business." Over the past year management changes had been introduced with the plan of diverting emphasis away from the traditional men's clothing business towards end-product users particularly in household textiles.

In the meantime, the traditional business continued to supply the bulk of the profits which, for the year under review rose from £221,000 to £1,099,000 pre-tax.

Of the four acquisitions made in the past 12 months only Rivington Carpets (bought from the collapsed Bond Worth group) contributed anything towards group profits—and that was only marginal. Nor were the results boosted by the two earlier acquisitions, William Utley and Robert Farnworth. According to Mr. John Blackburn, the new chief executive, neither of these two companies is yet trading satisfactorily, though the turnaround is progressing well. Utley accounted for losses of £200,000 for the year. The pre-tax profits do, however,

include £130,000 attributable to the surplus on the sale of the investment in the Lincoff Kilgour group in October.

Depreciation charges of £338,000 (£274,000) are based on a change in the basis of depreciation from 20 per cent to 10 per cent per annum in a straight line. If the previous year's figures had been adjusted to the same level they would have fallen to £169,000.

Taxation charges of £126,000 (£106,000 re-stated) have also been adjusted to eliminate the effect of deferred tax. Mr. Lacey also confirmed that there remained accumulated tax losses of some £1m in the group particularly relating to Barwick Carpets.

Below the line extraordinary items of £262,000 (£222,000) included some £38,000 paid to directors for loss of office. The balance was attributable to the reorganisation costs of Utley and Farnworth, which have now largely been provided for.

Earnings per share are shown at 18.11p compared with 12.22p in 1977, which together with the interim of 1.65p amounts to a 10 per cent increase.

Mr. Lacey said that if dividend restraint is lifted he would con-

sider an increase in the dividend to the point where earnings would be covered twice.

comment

In a period in which William Reed has made four substantial acquisitions—the key question is about the state of the balance sheet, due out at the beginning of July. The new management is all confidence and it is certainly to its credit that the profit upturn in the year under review has come from the traditional business, the new acquisitions having come in too late or not made a contribution before the year end. It does begin to look as if the second half of the current year and into next will show real profits growth, once the acquisitions have been made to work. If that is the case the current p/e of just under five (on a share price of 89p and a low tax charge) could look attractive, especially with the promise of a dividend increase to life the current yield of 7.8 per cent. Still, the main areas of business, tufted carpets and textiles, are by no means buoyant despite the company's claim that it is trading well against the tide and has the right products (plain textured carpets and fabric velvets) to meet demand.

## Laird talks money with Government

AFTER MORE than a year's delay negotiations have begun between Laird Group and the Government concerning compensation for the nationalisation of its subsidiary, Scottish Aviation, but there are to be further delays in respect of the group's 50 per cent interest in Cammell Laird Shipbuilders.

Announcing this at the annual meeting, Sir Ian Morrow, the chairman, said that since the start of 1978, demand for steel has shown some small improvement, but there has been no respite in shipbuilding. Further losses were incurred in the initial months of the current year, and over two months ago Western Shipbuilders was placed on a care and maintenance basis.

Outside these two areas, as in 1977, fresh opportunities have become available and additional manufacturing capacity is being installed. The improvement in demand is already reflected in group profits, which in the first four months of this year are running at a better level than in 1977.

The group's future lies in its ability to compete internationally and its strong financial position, enhanced substantially by the compensation, will provide the powerful financial backing necessary to deal with these pressures, Sir Ian added.

### BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Other business is not available unless otherwise stated. Dividends are interim or final and the sub-dividends shown below are based on the last year's results.

Company	Date
Archway Investments Ltd.	June 8
Concor Electronics	June 8
Concor Electronics (Investment)	June 8
Concor Electronics (Investment)	June 8
Concor Electronics (Investment)	June 8
Concor Electronics (Investment)	June 8
Concor Electronics (Investment)	June 8
Concor Electronics (Investment)	June 8
Concor Electronics (Investment)	June 8
Concor Electronics (Investment)	June 8

stood at £28.6m compared with £19.3m at the beginning.

On the profit and loss account, investment income after tax amounted to £37,000 and together with the transfer from the life fund of £100,000 the loss carried forward was wiped out and the account stands in profit of nearly £100,000.

Mr. Weinberger reports a successful year for the performance of the unit-linked funds managed by the company. In particular, the Farmland Fund stood out as the best performing property bond fund in the UK. During the year, the company entered the occupational pensions market with the launch in October of the directors and executives pension scheme which has been well received.

### View Forth

After tax of £56,526 against £38,015, profit of View Forth Investment Trust advanced from £26,508 to £28,473 for the year to March 31, 1978.

Stated earnings per 35p shares were 2.76p (2.26p) and the net total dividend is lifted to 2.1p (1.75p), with a final of 1.5p.

## Fleming Trust valued at £87m

BY JOHN BRENNAN, PROPERTY CORRESPONDENT

THE £8.5m purchase of Tate and Lyle 75 per cent interest in the 102,300 square foot Sugar Quay office block in Lower Thames Street, EC3, takes the Fleming Trust's net value to £86.8m, that is £36.6m above its arch, 1977, valuation and surpluses a 6.77 per cent gross unit contribution for 1977-78.

Sugar Quay, which the fund ought to show an initial net yield just over 6.5 per cent, is the best of 13 new properties acquired in the year. And despite the fact that the purchase of the property investments Fleming's chairman, Mr. David Pearson, reports a constant stream of propositions crossing his desk. No less than 180 of these were investigated, and 45 per cent as far as the negotiations go.

A strong, revisionary element earlier fund purchases provided the impetus behind a rise in the price from £1.141 to £1.307 in the year. And a £2m additional contribution since the March 31 end, plus a £5.8m post-year subscription for units, justifies a June 25th issue, the 34th, £1.325.

The fund, which is open to most pension funds and charities, anticipates a 6.3 per cent net yield in the current year. That made backed by a further 40 units due to fall during the 12 months on a portfolio now between 46.7 per cent offices, per cent industrial, 14.9 per shop properties and 5.1 per agricultural.

### W. L. PAWSON

The financial year end of W. L. Pawson, the Halifax women's clothing group, is to be closed on December 19 to January 28.

## Pritchard sees growth

RESULTS AT Pritchard Services Group are currently showing progress compared with the previous year and barring unforeseeable circumstances, Mr. P. R. Pritchard, chairman, expects an increase in profits for the year.

In the January 1, 1978, year tax profit was £2.15m and the chairman says in his annual report that it was a year of consolidation. Profit growth was largely organic with the exception of minor acquisitions in Germany and Puerto Rico.

He says the main ambition for the future remains geared to establishing a strong presence in the U.S.

The building cleaning services divisions increased profits 13.4 per cent in 1977, providing a foundation for other businesses which are developing for the future. The results included the health care service operations. Mr. Pritchard says it is incomprehensible that a most effective service such as is provided by the group is denied greater opportunity, while in the U.S. similar organisations enjoy a high rate of growth.

On the stone cleaning and restoration side 1977 profits showed considerable improvement and there is still a requirement to achieve more adequate margins.

It is also imperative satisfactory margins be earned on the linen rental and control services services to allow for replacement of plant, machinery and stocks and to provide for future growth.

Security services operations last year failed to attain overall profitability, although in the last few months a surplus was earned. Profits are currently in line with budget, and Mr. Pritchard sees this side contributing substantially to group results in the future.

Now the initial establishment costs of the timber preservation subsidiary have been covered he is confident steady profitable growth will be achieved.

In France, better results are expected this year now the teething problems on its cleaning contract at Charles de Gaulle airport have been overcome.

There is considerable potential in the maintenance market in Germany, while in Portugal considerable effort will be required to keep operations profitable.

The group's 40 per cent share in the £140m Riyadh, Saudi Arabia, city cleaning contract should make a significant impact on future group profitability, Mr. Pritchard says.

Several large contracts are currently under negotiation in the Middle East, and directors see opportunities for expansion in a number of areas.

Elsewhere, the outlook is promising for the group's Canadian and South African operations.

The London Trust Company owns 5.7 per cent of shares. Meeting, London Wall, June 23 at noon.

## Modest growth for Premier Milling

Mr. Joe Bloom, the chairman of Premier Milling, the 51 per cent-owned subsidiary of Associated British Foods, predicts modest growth in the current year and implies in his annual report that on any improvement in the South African economy a more rapid rate of progress will be achieved.

Outlining plans for capital spending of up to £16m, he says that this amount can be financed internally despite the need for additional working capital, flowing from higher prices and increased costs.

The trading surplus improved from £10.5m to £10.8m last year and cash flow went ahead from £21m to £24m; and total assets

now exceed £310m.

Last year's pressure on profits came mainly from excess capacity in various of the industries in which Premier is involved, including animal feeds, poultry, egg and margarine.

Latest indications are that more stable conditions are returning in these sectors, "which if maintained will have a positive effect on the profitability of the group," Mr. Bloom says.

Offsetting this development, however, is the prospect of reduced profits from the export of maize. Also the group cannot expect indefinitely to raise profits in recessionary conditions. Mr. Bloom says that the food industry is less insulated than generally supposed and "is certainly not immune to the effects of high unemployment and resistance to higher prices."

## City of Westminster Assurance

A highly successful year in 1977 is reported for City of Westminster Assurance, a member of the U.S.-based Sentry Insurance Group, by Mr. L. J. Weinberger, the chairman. A substantial growth of new business is reported well in excess of the industry average, with new regular premium business up by 36 per cent to £847,000 and single premium business 42 per cent higher at £2.5m.

The accounts show that premium income more than doubled over the year to £6.9m and investment income rose by over 50 per cent to £1.5m, while there was a realised profit on investments of nearly £1m. Claims and expenses rose by 28 per cent to £3.9m. Taking into account a £3.9m increase in value of investments and a £100,000 transfer to profit and loss, the fund at the end of 1977

# Metal Box Preliminary Results

## Sales reach £807 million

### Sir Alex Page, Chairman, reports:

#### "The Year Under Review"

The past year has been a difficult one not only because of the unfavourable weather conditions for canned food and beverage cans but also because of certain industrial unrest, and these difficulties have resulted in lower profits. The technology of can making is undergoing significant change and we have made a substantial investment in two-piece manufacture, which has not yet earned any return.

The Overseas Company, despite political problems in a number of territories, had a reasonably good year. In particular, the Glass Company in Nigeria is well established and is making good profits.

Sales at home were 18% higher than last year and overseas the increase was 7% combined sales were 14% higher. During the year, our shareholding in the metal container company, Metal Box Nigeria Limited, was reduced from 60% to 40%, and this company is now shown in the Accounts as an associate company. Excluding this turnover of this Nigerian company, the increase in sales overseas was 12%.

The home profit fell by £3.4 million (9.0%). Overseas, the profit of £20.4 million was 2.5% higher. Because of the changed status of Metal Box Nigeria Limited, there has been included in profits this year our proportion of the profits of associated companies. Including associated companies, the combined profit of £58.8 million was 4% less than last year.

#### Proposed Accounting Standard ED19

The principles of the proposed Accounting Standard (ED19) have been applied in arriving at the UK tax charge for the year, which accordingly has been reduced significantly. The tax charge for the previous year has been similarly amended.

The Deferred Taxation Account in the balance sheet has been reduced by £40.9 million and this sum has been transferred to reserves.

#### Continental Group Agreement

Negotiations were completed with Continental Group for the termination of our agreement with them insofar as it related to continuing communication and the licensing of each party by the other of patents and trade secrets relating to the manufacture of crown caps and machinery. The continued use of currently licensed technology has been dealt with by each party granting to the other (subject to prior commitment) a world-wide licence on a non-exclusive basis.

This allows a separate course to be undertaken for the development and exploitation of can making and crown making technologies in a number of countries where previously Metal Box had no manufacturing facility. The first major project has been the formation, jointly with Stauden Inc. of Compton, Los Angeles, of a company to manufacture two-piece beverage cans at a factory to be built in the Los Angeles area for the supply of cans to Pepsi Cola Bottling Group for its Phoenix, Arizona and Torrance, California filling plants.

#### Outlook

The prospects for the economy do not appear to favour any substantial general increase in sales this year. There are opportunities for increasing efficiency and profits if we can overcome the industrial relations problems which affected us last year. There are signs that such problems are being overcome but until we give incentives for greater effort, skill and responsibility, which is difficult under the pay policy, problems are bound to arise."

	%	1978 £000	1977 £000
Sales			
Home	+18.1	522,987	481,864
Overseas	+9.9	274,562	250,809
	+14.4	797,549	732,673
Profit before taxation			
Home	-9.0	34,341	37,732
Overseas	+2.9	20,438	19,935
Associated Companies	+139.7	1,000	419
Taxation	-4.9	55,777	58,086
	-31.0	10,777	18,263
Profit after taxation	+13.0	45,000	39,823
Interest of minority shareholders	-9.4	6,232	4,034
Profit before extraordinary items	+9.9	38,768	35,789
Extraordinary items		(4,172)	4,328
Interest of Metal Box Limited	-13.7	34,596	40,081
Dividends			
On preference stocks		99	99
Interim ordinary dividend of 8-6p		4,082	3,487
Final ordinary dividend of 8-2662p - proposed		4,821	4,446
	+16.4	9,022	8,032
Profit retained in the business			
Metal Box Limited		24,421	22,215
Subsidiaries		494	9,511
Associated Companies		893	363
	-20.2	25,808	32,089
Earnings per £1 ordinary stock unit		64.9p	61.0p

Interest on borrowings and loan stocks amounted to £9.75 million.

An interim dividend of 8-6p per £1 stock unit was declared on the ordinary stock of the Company and paid on 8th January 1978. The Directors recommend the payment of a final dividend for the year of 8-2662p, such dividend to be payable on 31st July 1978 to holders on the register on 23rd June 1978.

With the related tax credits taken at 94/60ths of the amounts of these two dividends, the dividends and tax credits which together amount to 22-824p represent the maximum increase permitted under existing legislation over the dividends and related tax credits of the previous year. Should the rate of Advance Corporation Tax and of the tax credits attributable to the final dividend be reduced below 34/60ths, the Directors recommend that a supplementary dividend shall also be paid in respect of the year ended 31st March 1978 (subject to the Government's dividend limitation policy or with the authority of H.M. Treasury) equivalent, with the tax credit attributable thereto, to the amount of that reduction, payment to be made at such date and to the members on the register at such time as the Directors may determine.

Expenditure on fixed assets in the year at home and overseas was £44.6 million, which included £4.2 million arising on acquisitions.

Accounts for the year ended 31st March 1978 will be posted to stockholders on Monday 26th June 1978.

The Annual General Meeting will be held on Thursday 20th July 1978 at The Dorchester, Park Lane, London W1 at 12.30 pm.

## GLOSSOP

### "Firmer base than ever"

—from the annual statement by the Chairman, Mr. Digby Burnell.

- ★ Pre-tax profit up by 13 per cent to £830,915 against £733,796.
- ★ Dividend up to 3.762p compared with 3.469p for the previous year.
- ★ I am confident that the Company which is on a firmer base than ever before will not only be able to take advantage of any easing of the unsatisfactory trading climate but will also continue on its course of profitable growth both within the Company and by acquisition.

	1978	1977
Turnover	£11,679,265	£9,539,922
Profit before tax	£830,915	£733,796
Profit after tax	£464,470	£409,801
Dividends	£176,429	£156,624
Earnings per share	10.0p	9.3p

Copies of the Annual Report may be obtained from the Secretary, Antisfield House, Hipperholme, Halifax, West Yorkshire HX3 8NF

**W & J GLOSSOP LIMITED**  
Britain's Premier Road Menders



**Metal Box**  
A good business to be in



## BIDS AND DEALS

# Spooner likely to reject Redman Heenan offer

Spooner Industries, the Yorkshire-based plastics and textiles machinery company, is likely to reject the £2.8m cash bid announced by Redman Heenan yesterday.

The Spooner Board will meet today to officially decide its reaction but the indications last night were that it will find the 65p per share offer inadequate.

Redman Heenan wants to buy Spooner because its products are complementary and it has overseas offices in six countries from which Redman Heenan's products could also be distributed.

Redman first approached the Spooner Board six to nine months ago and received a cool response. It kept an eye on Spooner nonetheless and gradually picked up 2 per cent of the shares. Then last Friday, Redman bought enough shares to bring it up to 11.4 per cent from an ex-chairman and the wife of the founder.

It appears that the current Board, which claims to have 30 per cent of the company in its own or friendly hands, does not share the same views as some of its previous members. Spooner closed at 72p per share yesterday, up 18p on the day and 7p above the offer price.

## PRIMROSE DROPS ALOE BID

Primrose Industries Holdings has decided not to proceed with the acquisition of Aloe Minerals (Proprietary).

Early in May it was announced that agreement had been reached in principle for the purchase of Aloe subject to certain conditions precedent.

The directors of Primrose now say that within the time allowed by the vendors it has not been able to satisfy itself in full regarding these conditions precedent.

## PORK FARMS

Pork Farms is proposing to make a scrip issue of 15 new shares for each ordinary share held, the formal document, in respect of the agreed offer by Northern Foods, states. The issue will not affect the value of the offer. As known, the terms are — for every 14 ordinary in Pork Farms (equivalent to one ordinary

prior to scrip issue) — four ordinary of Northern plus 315p cash, or 675p in cash.

## BANK SELLS VALOR DIRECTORS SHARES

Valor announces that Mr. C. E. Bentley Stevens has disposed of his interest in 30,000 Ordinary shares at 36p per share.

These shares have for some years past been charged to bankers as security for monies advanced and were sold by the bank on May 26 as a result of the need to repay such borrowings; a further 25,000 shares in which Mr. J. Montague was interested were also deposited with the bank under the same charge and on the same day were disposed of by the bank with the above-mentioned shares at 36p per share.

Mr. Montague has also ceased to have a disclosable interest in a further 16,750 shares. His beneficial shareholding remains at 40,037 shares.

## ASSOCIATED ENG.

Associated Engineering has completed the acquisition of Tempered Group, an unlisted public company situated in Sheffield which carries on the business of precision spring and tool manufacture.

Total consideration is £5,484,000 which has been satisfied as to £4,050,000 in cash and as to the balance by 1.2m ordinary shares. Consolidated sales and pre-tax profits of TG for the year ended on April 1, 1978 were £12.2m and £1.4m respectively and the net assets of TG on that date were £3.4m.

## SHARE STAKES

Healden Stuart Plant—Mr. N. E. Newby, director, has sold 30,000 shares; Mr. M. D. Goodwin, director, 12,500; and Mr. F. Jamieson, director, 12,500. All at 82p. In share stakes on June 1 this transaction was incorrectly attributed in the *Crook's House* Group.

Wearwell—London Trust, as a result of further purchases, has increased its holding to 900,000 shares (7.4 per cent).

Padang Senang Rubber—Wan Hin Investments, Sun Berhad, holds 24,500 shares. Datu Lee Loy Sen, a director of Wan Hin, holds 193,000 shares.

# £5m U.S. buy for Istock Johnsen

Istock Johnsen, the Leicester-shire brick maker which has been expanding into Holland, Belgium and the past year, yesterday announced its first U.S. acquisition.

It has paid \$5m (\$80m) for Marion Brick, the brick making subsidiary of Medusa Corporation of Ohio.

Marion's output from its seven main brick factories last year was 186m bricks and deliveries were 212m. Total capacity is said to be 240m. This compares with a total UK production of 247m and deliveries of 220m for the same period and Dutch production of 134m from six factories.

The statement from Istock Johnsen yesterday said that Marion produced a profit of \$2m (£1.1m) last year and had net assets of \$3.9m (£2.27m).

Brick deliveries last year were down on 1977, but Istock's own profits last year were a record £4.33m on a turnover of £35.7m.

## KEY MEETING ON BTR BID FOR WORCESTER

A key meeting concerning the possible \$1.1m (£2.5m) takeover bid by BTR, the British engineering and transport group, for Worcester Controls Corporation, the U.S. group which owns the UK valve maker, Worcester Controls, was being held late yesterday in Boston.

BTR, which already has a substantial U.S. business that accounted last year for 21m of its £241m sales, had made an approach to Worcester Controls in the U.S. about a projected offer of £30 a share, compared with Friday's price of 81p. This was conditional on acceptance of the equity of 30 per cent of the company.

It was expected that vital decisions on the bid would be made at yesterday evening's meeting in Boston of the Worcester Controls Corporation Board, which includes large shareholders such as the president, Mr. Robert McCray.

Mr. Eric Norris who, with his brothers Kenneth and Lewis, runs the British Worcester company and owns 19 per cent of the U.S. group's shares, said on Sunday evening that, in the opinion of the British management, sufficient time had not been allowed for the projected offer to be appraised or alternatives considered. He believed other companies not necessarily American, would be prepared to pay a higher price.

Mr. Kenneth Norris and Mr. Lewis Norris who, like their brother Eric, are vice-presidents of the U.S. group, are now in Boston for the crucial meeting.

In Britain yesterday, Mr. Eric Norris, finance director of Worcester Controls of the UK—which in 1977 accounted with its domestic and European sales for 27m of the group's \$31m turnover, said: "There has been interest expressed by several substantial companies in this country. I've had discussions this morning with chief executives of several British companies. It is there is time, they are very interested in discussing the matter further."

It also appears that there is a possibility of other interest in the U.S. in Worcester Controls Corporation.

BTR, whose shares closed 2p down at 233p last night, made a profit of 54.7m of its 1977 £220m of pre-tax profits in America, where its chief interests are in materials handling.

Among the new investment projects it launched in 1977 was a roll plant in New Hampshire, the state where Worcester Controls Corporation is based.

BTR, whose chairman is Sir David Nicholson and whose managing director is Mr. Owen Green, has shown rapid growth, with sales up from £23m in 1970 to £241m in 1977. It has lately been active on the take-over front, and has acquired both Allied Polymer Group and Andrieu Silenblot within the last year or so.

## GERMAN PURCHASE FROM MOORE

Contracts have been exchanged whereby, conditional upon the obtaining of any necessary Governmental consents, Gunther Wagner, Pelikan-Werke

of Carlsruhe from Moore Business Forms with effect from January 1, 1978.

## AARONSON BROS.

Aaronson Bros. has completed the acquisition of Brine Veneer Mills. The aggregate purchase consideration of £330,000 was satisfied by the payment of £156,807 in cash and the issue of 987,801 ordinary shares in Aaronson.

The principal activity of Brine is manufacture of natural wood veneers, the market for which is showing increasing demand. Pre-tax profit of Brine for the year in September 30, 1977, was £79,292. Net tangible assets at that date were £83,834.

## MINING NEWS

# Anglo maintains final at 25 cents

BY PAUL CHEESBRIGHT

ANGLO AMERICAN CORPORATION, the biggest of the South African mining finance houses, is maintaining its final dividend at 25 cents (13.8p). This brings total payments for the 15 months to March to 43.25 cents, against 33 cents in the 12 months to December, 1976.

The final was preceded by two interim, while in 1976 there was one interim and one final.

The dividend declaration, announced yesterday, was accompanied by provisional results which showed that the profits in the 15 months to March were £241.7m (£152.9m). In 1976 earnings were £89.2m.

The group has been changing its financial base—and from December to March, this makes comparisons between one year and the next invalid. At the same time there are other factors, which distort the 1977-78 figures, when set against those of 1976.

In the first place, the most recent period incorporates for the first time the results of Rand Selection, which became a subsidiary in the spring of 1977. Rand Selection is an investment holding company and the addition of its interests to those of the parent gave, at March 1977, a market value of £715.7m for listed investments, compared with £414m at the end of 1976, before the merger. Investments as a whole for the group at the end of March were worth £1.4bn against £825.63m 15 months before.

In the second place, Anglo receives a particularly heavy flow of investment revenue in the March quarter. There have thus been two quarters of exceptional revenue in the figures for the 15 months to March.

A breakdown of the results shows that investment income for the 15 months was £213.17m, more than double the £87.1m received in 1976.

Despite the distortions, however, Anglo has been doing well in the areas where it is strongest. Gold and uranium account for over a third of its investment income, while diamonds account

for a further 13 per cent. In both sectors, the main have been appreciably stronger than the rest of the 15 months. They were in 1976, against

On the other hand, Anglo having to make provisions against base metals investments, an extraordinary item of £33.4m, arising against

Tenke-Fungurume copper vein in Zaire and the continuing troubles of the Selebi-Phikwe nickel-copper operations

The investment in Tenke-Fungurume has now been written off by the provision of a special £1.5m following a provision of R6m which was reported at the end of the interim figures.

The provision made against Botswana RST is £23.1m. Anglo is, of the two major shareholders, recently announced a financial restructuring.

Anglo shares in London yesterday lost 2p to 250p.

# Tara in trouble over loans

TARA EXPLORATION, just a year after its Navan zinc-lead mine came on stream in Ireland, has been forced to negotiate with its bankers on a rescheduling of debt repayments.

A statement from Toronto yesterday said that negotiations have started with the Toronto Dominion Bank. The first repayment of principal is due on July 20.

Last August Tara drew down \$112m (£61.6m) from a Toronto Dominion loan consortium, which distorts the 1977-78 figures, when set against those of 1976.

At the beginning of June 1977, the London Metal Exchange cash zinc price was \$325 a tonne, but since then has been as low as \$235.25. Lately there has been some recovery and the closing price yesterday was \$252.25.

Cash lead at the beginning of June last year was \$348.5 a tonne. It fell to \$280 last February, but like zinc has recently been weaker, with yesterday's price at \$222.5.

The Irish Government holds 25 per cent of the Navan mine, the largest zinc-lead operation in Europe, but last month an assessment published in the annual report of the Central Bank predicted that the state would have to wait until the mid-1980s before it received a significant flow of revenue.

Private shareholders in Tara include Noranda, Cominco and Norilsk Consolidated, the London arm of the Anglo American Corporation of South Africa.

Tara shares have recently been showing a firmer tendency in line with other issues associated with Norilsk. Yesterday they were 111p.

## Amaz builds up tungsten stake

AMAZ, the diversified U.S. group, wants to build up its 47 per cent stake in the profitable Canada Tungsten company to 62.5 per cent, from 1974, while in 1977, it is considering making a block offer for 600,000 shares at a price of \$19 (83p) a share.

The offer, which is subject to the approval of the shareholders, is for 120,000 shares.

various official approvals, will be executed by Burns Fry, the investment house, on the floor of the Toronto Stock Exchange. The price compares with a trading price of \$18.25 before the Amaz plans were made known.

Should more than 800,000 shares be tendered, the shares will be taken up by Amaz on a pro-rata basis following the regulations of the Stock Exchange.

Last year Canada Tungsten, the only tungsten producer in the country, had a net income of a record \$4.1m in the quarter to March. The profit was \$34.7m (£23.3m).

The company is doubling its mill capacity to 1,000 tons a day, but will be dealing with a lower grade. The operation is in the Flat River area of the North West Territories.

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60 per cent of the output is gem quality and the market has been very firm.

This makes the country a producer by world standards, a status which has been achieved by the two major shareholders that in Namibia (South Africa). Most of the mining from alluvial deposits and

leading company was Selco. The two major shareholders, in which Canada has a 60 per cent stake.

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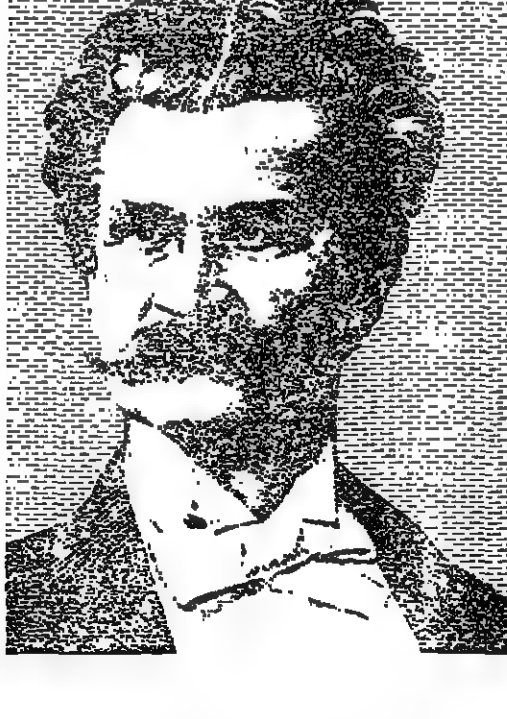
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## OIL AND GAS NEWS

# Reserve and Union in \$60m exploration venture

Reserve Oil and Gas and Union field located off the north-east coast of Scotland in the U.K. sector of the North Sea.

A revised development plan for the field was submitted to the Department of Energy on May 15 and approval is expected shortly.

Contracts amounting to £20m have been awarded for the purchase of steel plate, fabrication of jackets and pillars and project management and engineering design.

Through UK subsidiaries, ownership in this block is as follows: Mesa (25 per cent), Kerr McGee (25 per cent), Hunt Oil (20 per cent) and Creole Petroleum (15 per cent). P and Q Petroleum also holds a 15 per cent interest.

Mesa Petroleum of Anarillo, as operator with a 25 per cent interest, has announced the awarding of various contracts for the development of the Beatrice

field located off the north-east coast of Scotland in the U.K. sector of the North Sea.

A revised development plan for the field was submitted to the Department of Energy on May 15 and approval is expected shortly.

Contracts amounting to £20m have been awarded for the purchase of steel plate, fabrication of jackets and pillars and project management and engineering design.



NOTICE OF REDEMPTION

To the Holders of

Occidental Overseas Limited

10% Guaranteed Notes due 1981

NOTICE IS HEREBY GIVEN that in accordance with the provisions of the Indenture dated as of July 1, 1975 of Occidental Overseas Limited and Occidental Petroleum Corporation to Marine Midland Bank (formerly Marine Midland Bank-New York), as Trustee, \$1,800,000 aggregate principal amount of Notes will be redeemed on July 1, 1978 (herein called the "Redemption Date") at 100% of the principal amount thereof without premium pursuant to the Sinking Fund provisions of the Indenture. As provided in the Indenture, the Notes selected for redemption by the Trustee bear the following distinctive numbers:

COUPON NOTES OF \$1,000 PRINCIPAL AMOUNT OUTSTANDING	
M-16	1687 3685 5450 7146 8893 1020 3285 14106 17625 19427 21508 2741 24768 26503 28271
	1688 3686 5451 7147 8894 1021 3286 14107 17626 19428 21509 2742 24769 26504 28272
	1689 3687 5452 7148 8895 1022 3287 14108 17627 19429 21510 2743 24770 26505 28273
	1690 3688 5453 7149 8896 1023 3288 14109 17628 19430 21511 2744 24771 26506 28274
	1691 3689 5454 7150 8897 1024 3289 14110 17629 19431 21512 2745 24772 26507 28275
	1692 3690 5455 7151 8898 1025 3290 14111 17630 19432 21513 2746 24773 26508 28276
	1693 3691 5456 7152 8899 1026 3291 14112 17631 19433 21514 2747 24774 26509 28277
	1694 3692 5457 7153 8900 1027 3292 14113 17632 19434 21515 2748 24775 26510 28278
	1695 3693 5458 7154 8901 1028 3293 14114 17633 19435 21516 2749 24776 26511 28279
	1696 3694 5459 7155 8902 1029 3294 14115 17634 19436 21517 2750 24777 26512 28280
	1697 3695 5460 7156 8903 1030 3295 14116 17635 19437 21518 2751 24778 26513 28281
	1698 3696 5461 7157 8904 1031 3296 14117 17636 19438 21519 2752 24779 26514 28282
	1699 3697 5462 7158 8905 1032 3297 14118 17637 19439 21520 2753 24780 26515 28283
	1700 3698 5463 7159 8906 1033 3298 14119 17638 19440 21521 2754 24781 26516 28284
	1701 3699 5464 7160 8907 1034 3299 14120 17639 19441 21522 2755 24782 26517 28285
	1702 3700 5465 7161 8908 1035 3300 14121 17640 19442 21523 2756 24783 26518 28286
	1703 3701 5466 7162 8909 1036 3301 14122 17641 19443 21524 2757 24784 26519 28287
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	1710 3708 5473 7169 8916 1043 3308 14129 17648 19450 21531 2764 24791 26526 28294
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	1712 3710 5475 7171 8918 1045 3310 14131 17650 19452 21533 2766 24793 26528 28296
	1713 3711 5476 7172 8919 1046 3311 14132 17651 19453 21534 2767 24794 26529 28297
	1714 3712 5477 7173 8920 1047 3312 14133 17652 19454 21535 2768 24795 26530 28298
	1715 3713 5478 7174 8921 1048 3313 14134 17653 19455 21536 2769 24796 26531 28299
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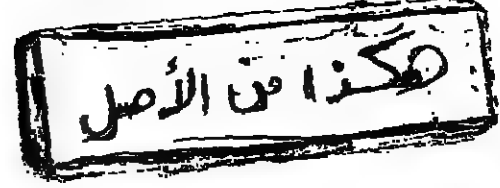




These particulars are given in compliance with the regulations of the Council of The Stock Exchange for the purpose of giving information to the public with regard to Thames Plywood Manufacturers Limited ("the Company"). The Directors collectively and individually accept full responsibility for the accuracy of the information given and confirm, having made all reasonable enquiries, that to the best of their knowledge and belief there are no other facts the omission of which would make any statement herein misleading.

Application has been made to the Council of The Stock Exchange for the whole of the share capital of the Company to be admitted to the Official List. Shares of the Company rank pari passu in all respects including the right to receive all dividends hereafter declared.

A copy of this document and the documents hereinafter referred to have been delivered to the Registrar of Companies for registration.



# THAMES PLYWOOD MANUFACTURERS LIMITED

(Incorporated in England under the Companies Act 1929 No. 421037)

A placing by  
**HALLIDAY SIMPSON & CO.**  
of 500,000 shares of 25p each at 34p

The shares being placed are in registered form and subject therefore to the payment of ad valorem stamp duty by purchasers.

## SHARE CAPITAL

Authorised £ 600,000	Issued and Fully Paid £ 600,000
in 2,400,000 shares of 25p each	

At close of business on the 1st June 1978 neither the Company nor any of its subsidiaries had outstanding any borrowings or indebtedness in the nature of borrowings including loan capital, bank overdrafts, liabilities under acceptance (other than normal trade bills) or acceptance credits, hire purchase commitments, guarantees (apart from inter-company guarantees) or other material contingent liabilities.

These particulars are issued in connection with an application for re-admission to the Official List of the Stock Exchange of the whole of the share capital of the Company.

### DIRECTORS

CYRIL POWELL CHOUARTON—94 Carrwood, Hale Barns, Cheshire (Chairman)  
HARRY HENRY ELLIS ISIDORE PHILLIPS, C.M.G., M.B.E.—34 Ross Court, London, S.W.15 (Deputy Chairman)  
RODNEY ARTHUR HEWSON—3 The Landway, Bearsted, Kent (Managing Director)  
KENNETH DADD—36 The Albany, Woodford Green, Essex  
ROBERT STUART HARRIGAN—Burr House, Warren Road, Near Chatham, Kent  
MARTIN MANFRED HART—17 Walbrook, London, E.C.4  
MAX LINDNER—7 The Beacons, Loughton, Essex

### SECRETARY AND REGISTERED OFFICE

KENNETH DADD, F.C.A.—183 Harts Lane, Barking, Essex

### BANKERS

NATIONAL WESTMINSTER BANK LIMITED—65 Aldwych, London, WC2B 4DS

### STOCKBROKERS

HALLIDAY SIMPSON & CO., P.O. Box 412, 93 King Street, Manchester, M60 2HA  
and The Stock Exchange

### SOLICITORS

ALEXANDER, TATHAM & CO., 30 St. Ann Street, Manchester M2 3DB

### AUDITORS

DELOITTE HASKINS & SELLS (Chartered Accountants),  
128 Queen Victoria Street, London, E.C.4

### REGISTRARS AND TRANSFER OFFICE

WARBURG REGISTRARS LIMITED, 34 Beckenham Road, Beckenham, Kent

## CHAIRMAN'S LETTER

The following is a copy of a letter to Halliday Simpson & Co. from Mr. Cyril Chouartton, Chairman of the Company:—

The Partners,  
Halliday Simpson & Co.,  
98 King Street,  
Manchester 2.

183 Harts Lane,  
Barking, Essex.  
6th June 1978

Gentlemen,  
In connection with the application for re-admission to the Official List of The Stock Exchange of the whole of the share capital of the Company I am writing to provide you with information regarding the Company and its trading subsidiary.

### HISTORY AND BUSINESS

The Company was incorporated in England on the 10th October 1966 and on 11th October 1966 became a public company listed on the Stock Exchange. From 1966 the Company has owned and occupied freehold premises in Barking, Essex, where the main activity has been the manufacture of high quality plywood.

In 1966 the Company formed a wholly owned subsidiary, Technical Panel Products Limited (T.P.L.), to manufacture composite panels at premises in Barking, Essex. T.P.L. had an issued and fully paid share capital of £100,000. In 1967 a second wholly owned subsidiary was formed, the Plywood Division, to manufacture plywood at premises in Barking, Essex. The Plywood Division had an issued and fully paid share capital of £100,000. In 1968 the Company formed a wholly owned subsidiary, Thames Plywood Products Limited (T.P.P.), to manufacture plywood at premises in Barking, Essex. T.P.P. had an issued and fully paid share capital of £100,000. In 1969 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1970 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1971 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1972 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1973 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1974 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1975 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1976 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1977 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000. In 1978 the Company formed a wholly owned subsidiary, Plywood Products Limited (P.P.L.), to manufacture plywood at premises in Barking, Essex. P.P.L. had an issued and fully paid share capital of £100,000.

### PLYWOOD DIVISION

The Plywood Division continues to manufacture high quality plywood for use in the marine, building and commercial vehicle industries. It has extended its product range to include the manufacture of doors and panels of various sizes and thicknesses, and the manufacture of mouldings and trim.

### THAMES PLYWOOD PRODUCTS LIMITED

Thames Plywood Products Limited is a wholly owned subsidiary of the Company and commenced trading on 1st May 1977. It is engaged in the sale of specified products to the building industry both at home and overseas. Currently, it manufactures doors, windows, laminated panels, wooden fitted doors, prefabricated bedrooms, etc. In addition to the products manufactured by the Plywood Division, it also manufactures a range of products which are sold both at home and overseas.

### PREMISES

The Company owns the freehold title to 3.16 acres of land at Harts Lane, Barking, Essex, on which are two single storey factory premises and two other office blocks comprising some 16,000 square feet. The main buildings were erected in 1966. The land and buildings were valued at a current open market value of £200,000 in September 1977. The valuation which necessitated a reduction of the Capital Reserve which was created following a higher professional valuation of the premises which was carried out in February 1977.

### WORKING CAPITAL

The Directors are of the opinion that, having regard to existing bank facilities and the fact that the Company and its subsidiary have sufficient resources to meet their present requirements, the Company has sufficient resources to meet their present requirements.

### FINANCIAL INFORMATION

The following information is based on the audited accounts of the Company and its subsidiaries for the year ended 31st March 1978.

### 1. ACCOUNTING POLICIES

The significant accounting policies adopted in arriving at the financial information set out below are as follows:

(a) No depreciation is provided on freehold property. Depreciation on other assets is provided on a straight line basis over the estimated useful life of the assets.

(b) Stocks and work in progress are valued at the lower of cost, including factory overheads, and net realisable value.

(c) Deferred taxation is based on the difference between the book value of assets and their tax value.

(d) The income of the written down book value of fixed assets over the corresponding written down tax value.

(e) Claims for stock appreciation relief.

(f) Other timing differences.

(g) There is a contingent liability to tax which is estimated would not exceed £30,000 and which would arise on disposal of the freehold property at its 30th April 1977, balance sheet date.

H. PROFIT AND LOSS ACCOUNT

The Profit and Loss Account of the Company for the 3 accounting periods ended 31st March 1977, after excluding the results of dividends received from T.P.L., are as follows:

(d) The dividend payments set out in respect of shares are based on 2,400,000 shares for purposes of comparison.

(e) The profit before tax for the period ended 31st April 1977, includes £24,500 Temporary Employment Subsidy. No such subsidy was received in previous periods.

On the 10th March 1978, I issued an interim statement for the half year ended 31st October 1977, in which was set out the following information:—

The Directors of Thames Plywood Manufacturers Limited announce that the results for the half year ended 31st October 1977, on the basis of interim unaudited accounts are as follows:—

Turnover 1,000,000  
Profit before Taxation 71,000  
Profit after Taxation 54,000

All figures have been adjusted to exclude the results of Technical Panel Products Limited, a wholly owned subsidiary, which was sold in September 1977.

The six months' profit before taxation includes Temporary Employment Subsidy of £24,500 in months to 31.10.1977.

III. CONSOLIDATED BALANCE SHEETS

The following is a statement of the consolidated balance sheets being prepared by the Company and its subsidiaries for the year ended 31st March 1978.

Fixed Assets

Freehold Property 154 143 915 962 966 966  
Machinery and Plant 204 212 232 243 254 254  
Vehicles and Office Equipment 1 10 10 14 17 14

Investment in T.P.L. 154 143 915 962 966 966  
Investment in Associates 204 212 232 243 254 254

Current Assets

Stocks and Work in Progress 229 276 298 481 440 600  
Debtors 187 239 257 254 259 253  
Creditors 3 1 1 1 3 136

Bank Balance and Cash 210 206 214 796 794 1,100

NET CURRENT ASSETS 310 354 366 495 494 623

FINANCED BY SHARE CAPITAL 200 200 200 200 200 200  
CAPITAL RESERVE 200 200 200 200 200 200  
DISTRIBUTABLE RESERVE 200 200 200 200 200 200

DEPRESSED TAXATION 200 200 200 200 200 200

(a) There were no material contingent liabilities of the Company at 30th April 1977.

(b) Audited accounts of the Company have not been prepared for any period subsequent to April 1977.

(c) The distributable and retained profits shown above are not identical by reason of adjustments arising out of the deconsolidation of T.P.L. from the Group accounts. The adjustments are as follows:—

30.12 27.10 26.12 26.12 26.12

A. Net Dividends received from T.P.L. 25 25 25 25 25

B. Write back of provision for T.P.L. losses 21 21 21 21 21

MANAGEMENT AND STAFF

Cyril Chouartton is 64 and has been a Director of the Company since November 1973.

Mr. Henry Phillips is 61 and has been a Director of the Company since 1968. He was the Managing Director of the Company from 1968 to 1973.

Mr. Rodney Hewson is 54 and has been a Director of the Company since 1966. He was the Managing Director of the Company from 1966 to 1973.

Mr. Kenneth Dadd is 54 and has been a Director of the Company since 1966. He was the Managing Director of the Company from 1966 to 1973.

Mr. Robert Stuart Harrigan is 54 and has been a Director of the Company since 1966. He was the Managing Director of the Company from 1966 to 1973.

Mr. Martin Manfred Hart is 54 and has been a Director of the Company since 1966. He was the Managing Director of the Company from 1966 to 1973.

Mr. Max Lindner is 54 and has been a Director of the Company since 1966. He was the Managing Director of the Company from 1966 to 1973.

There is a non-executive pension scheme for senior staff and a contributory pension scheme available for weekly and hourly paid employees.

DIVIDENDS AND PROSPECTS

An interim dividend of 0.75p per share compared to 0.85p last year (adjusted for the increase in shares following the one for capitalisation issue in August 1977) was paid on the 25th April 1978 and in the absence of unforeseen circumstances your Directors intend to recommend the payment of a final dividend of 0.75p per share in October 1978 (1977: 1.15p) making a total for the year of 1.50p (1977: 1.50p).

Turnover in 1977 was in line with that of the preceding year and is currently proceeding at similar levels.

consideration, or if the Director was not at the date of that meeting interested in the proposed contract or arrangement then at the next meeting of the Directors held after he becomes so interested, and in a case where the Director becomes interested in a contract or arrangement after it is made then at the first meeting of the Directors held after he becomes so interested: Provided nevertheless that a Director shall not vote in respect of any contract or arrangement in which he is so interested, and if he shall do so his vote shall not be counted.

(b) The Directors shall be entitled to remuneration at the rate of £1,500 per annum for the Chairman, £500 per annum for the Deputy Chairman and £500 per annum for each of the other non-executive Directors. The Company in General Meeting may also vote extra remuneration to the Directors, which shall, in default of agreement to the contrary, be divided between the Directors equally. The Directors' remuneration shall be deemed to accrue daily.

The Directors (including alternate Directors) shall also be entitled to be paid all travelling, hotel and incidental expenses properly incurred by them in or with a view to the performance of their duties, or in attending meetings of the Directors or of committees of the Directors or General Meetings.

Any Director who serves on any committee or who devotes special attention to the business of the Company or who otherwise performs services which in the opinion of the Directors are outside the scope of the ordinary duties of a Director, may be paid such extra remuneration by way of salary, percentage of profits or otherwise as the Directors may determine.

Directors may establish and maintain any pension, insurance and superannuation fund for their benefit and give or procure the giving of donations, gratuities, pensions, allowances or emoluments to any persons who are or were at any time employees or servants of the Company.

(c) The qualification of a Director is the holding in his own right alone and not jointly with any other person of shares of the company to the nominal amount of £100.

(d) Borrowing Powers

(i) The Directors may exercise all the powers of the Company to borrow money, and to mortgage or charge its undertaking, property and uncalled capital, and to issue debentures and other securities, whether secured or as collateral security for any debt liability or obligation of the Company or any third party.

(ii) The Directors shall restrict the borrowings of the Company and exercise all powers and other rights or powers of control exercisable by the Company in relation to its subsidiaries (if any) so as to secure that no borrowings are made or incurred by the Company or any subsidiary which would result in the Company or any subsidiary being unable to meet its obligations to its creditors.

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## INTERNATIONAL FINANCIAL AND COMPANY NEWS

## AMERICAN NEWS

IC Industries bid for  
Pet excludes Hardee's

PET Incorporated, the food and dairy products retailer, has received an offer from IC Industries proposing a cash merger of the two companies.

Under the terms of the proposed merger, Pet shareholders would receive \$54 cash for each share of Pet common held. In June last year, Pet had 7.2m common shares outstanding, which puts a total value of \$388m on the offer.

Alternatively, IC Industries proposed a merger upon which about 45 per cent of Pet's common would be converted into cash and the Pet common not converted into cash would be converted into shares of IC Industries.

According to Pet, IC Industries in its letter noted that the Board of Pet and of Hardee's Food System had approved a previously announced merger of Pet and Hardee's. IC Industries said that the terms of such a merger offers a substantial

premium over normal market price to the Hardee's shareholders.

"Since our proposals herein also provide a substantial premium over the normal price of the Pet common stock, it is obvious that our proposals, if consummated after the possible consummation of the Hardee merger would result in a very costly compounding of premium," IC said.

"Accordingly, we must condition each of our proposals upon such merger not being approved by shareholders of either Pet or Hardee. If any of our proposals results in a combination of Pet and IC Industries we would in any case consider and negotiate in good faith with Hardee the possibility of Hardee becoming a part of IC Industries."

Meanwhile, from Rocky Mount, the Board of Hardee's Food System said it plans to move ahead with its proposed merger into Pet despite the move by IC Industries.

Last month's agreement between Hardee and Pet offered Hardee's shareholders \$20.50 in Pet common for each share of Hardee's.

Hardee's has requested a tax ruling from the IRS and anticipates that preliminary proxy materials concerning the merger with Pet will be filed with the SEC within the next few days.

IC said that should its proposed merger become effective it would expect that Pet would continue to operate as a separate company with its own Board. "We anticipate appropriate representation on the Pet Board of directors and we would invite Pet's representation on the IC Industries Board."

According to Pet, IC also said it was prepared to meet with Pet or a committee of its Board to discuss the proposals further. IC said it requested that Pet respond at "earliest convenience," but in no event later than 5 pm on June 6.

ST. LOUIS, June 5

Poor start  
for East  
Coast sea  
oil search

By David Lascelles

NEW YORK, June 5.

THE U.S. has yet to discover its equivalent of North Sea oil. Continental Oil Corporation (Conoco) announced at the weekend that its exploratory hole in the Atlantic off New Jersey, the first to be drilled in the area, turned out to be dry. The company drilled to a depth of 12,000 feet without finding any significant shows of either oil or natural gas.

The announcement was disappointing, given the intense national interest in the quest for hydrocarbons off the East Coast, which is one of the country's major refining and consumption areas. But both industry officials and oil experts said that a dry hole at this stage was not surprising and did not affect the chances of oil or gas being discovered later.

The chances of a major discovery have been put at about one in five. Significantly, the Government's Geological Survey has continued to harden its estimates of oil and gas deposits in the so-called Baltimore Canyon where drilling is presently concentrated.

Last week it revised its oil estimates in the leased tracts from 0.4-1.4bn barrels to 0.5bn, and its gas estimates from 2.4-3.4 trillion (million million) cubic feet to 12.3 trillion.

Apart from Conoco, four companies are operating drilling rigs off New Jersey. They are Exxon, Houston Oil and Minerals, Shell Oil and Texasco. Five other companies, including Mobil and Gulf are expected to join the search later this year.

Gulf to pay  
cartel fine

By Our Own Correspondent

NEW YORK, June 5.

GULF Oil has decided not to contest Federal allegations of anti-trust violations arising from the uranium cartel case in which it was implicated. Instead the company is prepared to pay the \$10,000 fine imposed by the Federal Court rather than pursue costly litigation to obtain a favourable verdict.

However, the company still faces several civil suits based on the cartel's activities, and aspects of the case are being appealed.

## Share buyers' attitudes worry NYSE

BY JOHN WYLES

IN ITS first survey of attitudes since 1959 the New York Stock Exchange has found that Americans are deeply concerned with inflation and strongly averse to making "risky" investments.

Characterising the survey conducted by Opinion Research Corporation as "deeply disturbing and challenging," Mr. William E. Bates, chairman of the exchange, called today for decisive action to ensure that "lack of knowledge and unrealistic public policies do not transform us from a nation of risk takers into a nation of economically timid souls."

The survey results follow in-depth interviews in late 1977 and

early 1978 of 2,740 households with annual incomes of more than \$10,000. The NYSE claims that the study represents the views of "financial decision makers" of 48m households or 61 per cent of all U.S. households.

The NYSE was extremely disturbed to find from its 1976 "census of shareholders" that there had been a net decline of 52m individual owners of corporate stocks or mutual funds since 1970. On the evidence of the survey there is no significant resurgence of share ownership in prospect since common stocks are considered a "moderately risky" investment in comparison with cash savings, real estate and life insurance.

Only 9 per cent of those surveyed said they intended to invest more in common stocks and other types of securities.

More than 80 per cent of households cited as important investment goals the general income to meet living expenses, keeping up the family, income for retirement and personal control of assets. Fewer than half regarded in order of importance: stock appreciation, long-term profits or accumulation of money for large purchases.

Some 77 per cent financial planners believed that the increase in the near past and 38 per cent thought an increase would be sharp.

It was also found that misunderstanding and lack of knowledge appeared to be a major barrier to owning stocks and other types of securities.

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## General Mills sees 16% rise

MINNEAPOLIS, June 5.

GENERAL MILLS reports that \$2.28bn from a restated \$2.78bn income from continuing operations for the fiscal year ended May 28 rose about 16 per cent new product introductions in the \$129m range, or slightly below \$260 a share, compared with a restated \$111.4m or \$2.25 a share, or about 14 per cent a year ago. A gain of about \$7m or 14 cents a share from totalled between \$165m and the operation and sale of the \$170m in fiscal 1978, up from company's chemicals business \$145.6m a year earlier.

When food prices soared a year ago, General Mills shifted some funds out of a share range.

Sales rose about 16 per cent, advertising, and into price the company said, to about millions such as coupons. "We

aren't planning to do that this year, but we have the flexibility to shift our promotional efforts if it becomes necessary," an executive said.

He added that General Mills' products can benefit somewhat from higher meat prices. "Higher bacon prices usually help cereal sales, and higher hamburger prices are usually good for Hamburger Helper because it makes hamburger go farther," he said.

The company's major restaurant chain, Red Lobster Inns, specialises in seafood and thus will not be affected by higher beef prices as much as most restaurants. That is not true for York Steak House Systems, General Mills' second chain, but the company said that those restaurants' shopping mall locations should help keep customer traffic healthy.

General Mills is to build "a handful" of new Fomnimore's Restaurants in the coming year. The company has been testing the concept, aimed mainly at breakfast, with one unit in Minneapolis.

In all, the company will add more than 48 new restaurant units in fiscal 1978 to the more than 300 now existing. Some Red Lobster Inns will be enlarged by one-third to seat over 300 people.

AP-DJ

## Oceanic Finance in profit

BY OUR SHIPPING CORRESPONDENT

OCEANIC Finance Corporation, of Bermuda-based company, formed last year to specialise in ship finance, has ended its first year with a small profit and a \$1.5m debt to finance two refrigerated cargo ships.

This deal takes Oceanic's managed portfolio to \$32m and, according to an interim statement from the company, has resulted in retained pre-tax earnings of \$180,000.

Although still very small in the ship finance world, Oceanic has attracted considerable attention in its efforts to establish itself in an unusual specialism at a time

A Progress Report  
from Turkey's  
Corporate Bank

During 1977 Garanti Bank recorded the most dynamic growth in its 32-year history. The number of new savings accounts opened this year increased fourfold as compared to 1976. Total corporate deposits showed an increase of 57%. It all started in April 1977 when the Bank entered a new era of lively development. Since then we have been going through accelerated activities stemming from an increasing confidence in the professionalism of Garanti Bank. Today with 244 branch offices, correspondents in the four corners of the world, representative offices in Zurich and Stuttgart - and two to be opened soon in London and Frankfurt - Garanti is providing banking service of new dimensions.

For the enterprising banker, Garanti Bank is a natural point of entry to the Turkish market. Its portfolio of corporate accounts attest to that with leaders in every sector and a broad base of domestic as well as multinational industrial clients.

For the bank that wishes to do business in Turkey, the one bank to do it with is the corporate one.

TÜRKİYE GARANTİ BANKASI A.Ş.  
Statement of Condition at December 31  
(in thousands of Turkish Liras)

ASSETS	1977	1976
Cash and Due from Banks	2,893,698	1,690,598
Investment Securities	90,113	97,702
Loans	4,598,457	4,490,118
Equity Participations	421,369	315,433
Premises, Equipment and Other Assets	839,445	460,527
<b>TOTAL ASSETS</b>	<b>8,843,082</b>	<b>7,006,568</b>
LIABILITIES AND EQUITY		
Deposits	6,892,553	5,620,018
Funds Borrowed	691,853	729,535
Other Liabilities	927,295	460,505
Equity	331,381	196,510
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>8,843,082</b>	<b>7,006,568</b>

## EUROBONDS

Prices firmer  
in quiet trading

By Francis Ghilès

THE Eurobond market was quiet yesterday with prices building a slight technical recovery. The straight bond of National Westminster continued firm while the recent Ontario Hydro bond edged up to close at 97.97. Disappointing news came from New York later in the day with indications that Sweden's Yankco bond, having been released from syndicate, was trading at 97.1-97.7.

The \$80m private placement for the European Coal and Steel Community was priced at 98.7, yield 3.78 per cent by lead manager, Banca Commerciale Italiana.

New Zealand is floating a \$1.75m private placement through a group of banks led by Amsterdam Rotterdam Bank. The bullet issue, which carries a coupon of 8 1/2 per cent and a maturity of six years, has been priced at par.

Imperial Chemical Industries is floating a \$wFr 100m 15-year bond through a group of banks led by Union Bank of Switzerland. This bullet issue carries a coupon of 4 1/2 per cent and has been priced at par.

Prices in the Deutsche-Mark sector were seesawing yesterday. Ahead of the Sub-Committee on Capital Markets meeting scheduled for Wednesday, the key note is uncertainty. In the domestic bond market, prices were on average a quarter of a point lower.

Fotomat \$25m  
Kodak suit

STAMFORD, June 5

FOTOMAT has filed suit in the Federal District Court in San Diego against Eastman Kodak alleging violations of the Sherman Anti-Trust Act by Kodak and seeking single damages of \$25m.

Mr. John Luckland, Fotomat vice-president-general counsel, said that in many respects the Fotomat suit against Kodak is an add-on to the Berkeley Photo case and is in many respects parallel.

Fotomat buys paper, film, chemicals and equipment from Kodak.

In an anti-trust suit, single damages are trebled. Mr. Luckland noted, so in effect the \$25m suit is really seeking a \$75m settlement.

In Rochester, New York, Eastman Kodak declined to comment on the suit. The company said it was aware of the suit but has not seen the court documents.

Reuter



	1977	1978
Group turnover	FF 000's 6,320,726	FF 000's 8,007,913
Total profit before taxation	258,027	429,276
Total profit after taxation	181,827	258,796
Profit after taxation and before extraordinary items, attributable to members of the Company	150,951	184,098
Extraordinary items	8,764	(14,506)
Profit after taxation and extraordinary items, attributable to members of the Company	159,715	169,593
Cash flow	621,230	618,835
Earnings per share before extraordinary items	FF 32.48	FF 39.58
Earnings per share after extraordinary items	FF 34.34	FF 38.47
Dividend per share	FF 11.18	FF 11.18
Tax credit	FF 5.59	FF 5.59
Total dividend	FF 16.77	FF 16.77

## Salient points from the Report to Shareholders

- The profits of the year have decreased with respect to 1978. This is principally due to:
  - the insufficiency of the selling price of cement in France,
  - the decrease of the refractory products activity in connection with the worldwide crisis of the steel industry,
  - the unfavourable influence of the parity between Canadian dollar and

French franc, when converting the contribution of Canada Cement Lafarge in French francs (less 12% over 1978).

● The operating groups: Aluminous Cements, Plaster and Engineering performed well during the year.

● Government control of selling prices is expected to be lifted in France and in Canada during the second half of 1978.

Certain information required by The Stock Exchange to be made available may be inspected during usual business hours up to and including 23rd June, 1978, at the offices of Kleinwort, Benson Limited, 20 Fenchurch Street, London EC3P 3DB, from whom copies of the full Annual Report (both in English and French) may be obtained.

Lafarge 28, rue Émile Ménier, Paris 16e. Tel: 727 97-89. Telex: 82804 F.

## Pretabail-Sicomi

## a French property leasing company

The Annual General Meeting which was held on 17th May 1978, under the chairmanship of Mr. J.C. Genton, approved all the proposed resolutions.

The net profit of the company amounted to F.73,5 millions for the financial year ended 31st December 1977.

The distribution of 85% of the fiscal profit allows the payment from 19th May 1978 of a dividend of F.36.10 per share, rate of tax credited F.0.19 (F.31.30 for the financial year 1977).

The process of the reduction of the share capital has begun on 22nd May 1978.

**Pretabail-Sicomi**  
Registered office: 24 rue Erlanger - 75016 Paris/France



GARANTI

the corporate bank in Turkey.

187, Istiklal Caddesi, Istanbul-Turkey. Tel.: 22957 gafa tr Tel: 43 14 80







# INTERNATIONAL FINANCIAL COMPANY NEWS

## AUSTRALIAN FUND RAISING

### More states are looking overseas

BY JAMES FORTH IN SYDNEY

QUEENSLAND'S Treasurer, Mr. Bill Knox left Australia at the weekend, bound for the major financial centres, Tokyo, New York and London. His mission is to place the state of Queensland on the international lending lists. Queensland aims to raise at least A\$100m over the next 20 years.

Knox carries with him a 16-page prospectus outlining the advantages of lending to Queensland.

His tour is similar to those being made by other Australian states. The Premier of New South Wales, Mr. Neville Wran recently returned from an overseas trip where he canvassed the prospects of raising at least A\$500m for State projects, including a new coal loader, upgraded rail facilities and power station developments.

The Premier of Western Australia, Sir Charles Court is currently in London, sounding out the prospects of raising at least A\$100m by 1990, as reported in the Financial Times yesterday.

Victoria and South Australia are also looking at overseas markets to borrow large amounts of funds.

It is all part of a fundamental reshaping of the capital raising arrangements of the states. Federal Government and the capital states. Since 1929, when a body known as the Loan Council was formed, the right to arrange

public sector borrowings overseas has remained solely with the Federal Government. The Loan Council also decides each year the local borrowing programmes of the states, through their various state authorities. The states have become increasingly resolute in recent years as the capital costs of new developments, such as power stations, and rail and road facilities, have risen dramatically, but because of budgetary limitations the Loan

board are jeopardised because they can no longer afford to cover these infrastructure costs.

The states have been pressing for at least 12 months for changes in the Loan Council system. Canberra began to take notice when the states began to find ways around the system. The Victorian Government's state

power utility, the State Electricity Commission (SEC), started entering into extended credit terms from suppliers through the issue of promissory notes for the Loy Yang power scheme, which cost A\$400m to A\$500m in the first stage and A\$150m to A\$200m by the time it is completed.

The SEC, backed by the State Government, maintained that this form of financing was not a borrowing as such and therefore Loan Council approval was not needed. Western Australia

been looking at an alternative scheme, similar to the leveraged scheme which it implemented while its state utilities, which do not pay taxes to pass on depreciation and investment allowances to tax-paying lenders, thus reducing the flow of company tax revenue to Canberra.

In May, the Prime Minister, Mr. Fraser, announced that borrowing restrictions would be eased on semi-government and statutory authorities.

Borrowing proposals would still need to be put before the Loan Council for approval. A problem arose over the voting rules which Mr. Fraser described as "requiring a simple majority, including the Commonwealth". This was his way of stating that the Commonwealth had wanted the right of veto over any approaches overseas by state instrumentalities.

This differed from normal Loan Council voting, where although the Commonwealth has greater voting powers, it can still be overruled if the states lined up against it. The states, anxious to start seeking development funds abroad, finally agreed to the Commonwealth veto, provided this arrangement was reviewed in three years' time.

These states are now talking ambitiously of the sums they will raise.

WA's Court is confidently talking of raising A\$100m, next year, on the A\$500m, by 1990. The return from his current overseas tour includes projects include

a A\$400m natural gas pipeline from the North West Shelf gas fields to Perth, A\$150m for a power grid for the Pilbara iron ore region, a A\$50m water scheme to supply ports in the northern part of the state and A\$40m to A\$50m for infrastructure for the Alveston bauxite and alumina project. Queensland wants A\$100m over 20 years for improved port facilities, water supply and sewerage programmes, irrigation and electricity of country railways. A\$10m, largely for its new coal loader, power and railway works. South Australia is talking of raising up to A\$200m to provide the infrastructure of a petrochemical project at Redcliff, based on the liquids in the Cooper Basin natural gas fields, while Victoria required large sums for its power schemes.

The states' overseas sorties at this stage, including the current trip by Mr. Knox, are largely exploratory, however, rules which will govern the borrowings, and more importantly, the amounts they can seek have not yet been decided.

If the treasury has its way the states will still find themselves in a relatively tight financial strait, with a maximum borrowing ceiling for the combined states of about A\$300m. The Treasury is concerned about the Federal Government's ability to control money supply and to manage domestic monetary policy so as to contain inflation if the borrowing curbs on the states are unduly relaxed.

The Federal Government wishes intending borrowers to join a queue, and wait their turn to borrow rather than have several states, instrumentalities, and perhaps the Commonwealth itself, actively borrowing on the overseas capital market at the same time. It also wants any borrowings to be for long periods, 10 to 20 years, at fixed rates, and processes a "severe embargo" on the negotiability of securities issued by the authorities, which would tend to concentrate attention on the U.S. domestic market.

Supplier credit arrangements would generally be allowed but this was his way of stating that the Commonwealth had wanted the right of veto over any approaches overseas by state instrumentalities.

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## Loss at Sasebo III as debts deferred

By Our Financial Staff

SASEBO Heavy Industries, the Japanese shipbuilder, made an after-tax loss of ¥117bn. (\$3.3m.) for the year to March 31, compared with a profit of ¥21bn. in the previous year. The company also announced that, in the latest in a series of moves, its creditors—mainly Japanese trading houses—had agreed to defer repayment of some ¥2bn. (\$5m.) of Sasebo's trade bills which fell due yesterday.

Meanwhile, another troubled Japanese shipbuilder, Hakodate Dock Company, made an after-tax loss of ¥13.75bn. (\$62m.) for the year to March 31, compared with a deficit of ¥29bn. in the previous year. The company's sales fell to ¥38.9bn. (\$176m.) from ¥54.48bn. It is again paying no dividend.

Sasebo reported a slight increase in sales, to ¥78.45bn. (\$355m.), from ¥79.97bn. The dividend was ¥1.5, against ¥5 the previous year.

The company said that it could not make a forecast for the current financial year because much depended on the results of its rationalisation programme. It is thought, however, that turnover this year may fall to around ¥50bn, some 90 per cent. below the 1975 peak.

Orders received last year fell 37 per cent. from the preceding year to ¥35.6bn, most of which were for products other than ships.

The backlog of shipbuilding orders would run out by the end of next month, it added.

Sasebo is reducing its workforce by 1,600 to 2,000 under a three-year reconstruction programme, proposed by the Transport Ministry. It last month declared debts totalling ¥120bn.

The Japanese Government, along with the company's management, shareholders and creditors, is continuing efforts to salvage Sasebo.

Last week, the company obtained a special loan of ¥500m from a Japanese banking consortium, including Dai-ichi Kangyo Bank, for its end-month settlements.

**Sanko Steamship**  
Sanko Steamship Company net profit in the year to March 31 was ¥1.68bn (\$75.00m) from ¥3.89bn a year earlier. AP-DJ reports from Tokyo.

Revenues decreased 6.8 per cent. to ¥314.82bn (\$14bn), from ¥337.56bn.

## Securities operations help Japanese banking profits

BY YOKO SHIBATA

DESPITE negative margins on procured funds at 10 out of the 13 Japanese City banks in the latest six-month accounting period, to March, combined current profits of the banks gained 6.8 per cent. over the previous, September 1977, term. Improvements in profits were attributed to the bank's sharp gains on securities, which rose to ¥115.4bn. (\$520m) from ¥87.7bn. previously.

Operating revenues aggregated ¥299 trillion (million million), down 3.2 per cent. from the September term, as a result of the sluggish lending pattern. Margins were squeezed by a series of cuts in official discount rates. Fuji, Sumitomo and Sanwa Bank showed barely positive margins on their procured funds.

However, the banks put in hand various rationalisation measures such as cutting jobs. Current expenses at the 13 fell by ¥116.2bn, as a result of reduced

interest on call loans and lower operating costs. During the six months, net sales of securities by the city banks, totalling ¥1.25 trillion, against ¥1.17 trillion previously, according to banking sources. City banks sold a large amount of securities in order to underwrite a sharp increase in national and local bonds.

The sales of securities were also linked with the bad debts which the banks had to write off. Combined bad debts at the 13 totalled ¥103.7bn, compared with ¥121.9bn in the September term (including that of Ataka and Co.). Of the ¥103.7bn, direct write-offs accounted for ¥14.7bn, and the indirect variety (banks' appropriated funds for writing off bad debts in their special reserve) for ¥89bn, which increased sharply, from ¥23.3bn in the previous six months.

Both Sumitomo and Kyowa Bank wrote off bad debts related to Ataka in last September's term, but they also approved ¥36bn and ¥12bn respectively from their special reserve related to Ataka.

Following the approval of Dai-ichi Kangyo Bank and Dai-ichi Kangyo Bank, the 13 banks wrote off ¥21.2bn. Bad loans apart, the amortisation on interest paid for so-called "structural" "hit industries, also bank earnings. Recent measures involving the sale of interest payments for Fuji Industries and Fullsash and Daiwa Bank (¥780m), Hakodate Dock by Fuji (¥400m) and Hokkaido shoku Bank (¥300m) after profit outlook of these banks the September term.

Combined net profits of 13 banks increased by 2.4 cent. over the previous months.

## Wearne ahead at halfway

BY H. F. LEE

WEARNE BROTHERS, a leading motor trader in Singapore and Malaysia, has reported a 18 per cent. increase in gross profit to S\$15.44m (\$US\$6.6m) for the half-year to March.

Although this is substantially a slower rate of growth than the record 82 per cent. achieved in the previous first half-year, the increase, apparently, is broadly in line with the group's expectations.

The group chairman, Tan Chin Tuan, in his last annual report warned shareholders against expecting the previous performance to be maintained.

Post-tax profit was 15 per cent. higher, at S\$7.99m (\$US\$3.4m), while group turnover rose by 14

SINGAPORE, June 5.

Wearne has decided to raise its interim gross dividend by 50 per cent. to 5 per cent. The previous year's interim dividend was 3.3 per cent. after adjusting for the one-for-two scrip issue last year.

Touching on the motor vehicle market, Wearne expressed concern over its Singapore sales. The increase in additional registration fees on new passenger cars introduced in February this year, it said, might retard sales in Singapore.

In Malaysia, however, Wearne said, the market for vehicles remained buoyant, and sales are expected to be maintained at current levels.

## CCM reverses two-year slide

BY WONG SULONG

KUALA LUMPUR, June 5.

Chemical Company of Malaysia (CCM), an associate of ICI International, has succeeded in reversing its slide in profits of the past two years and has reported a modest 7.3 per cent. increase in pre-tax profit to S\$8m (US\$3.1m) for the first-half, to March 1978.

Despite strong competition in the Malaysian market arising from the heavy imports of fertilisers, CCM's sales during the period rose by 15 per cent.

Pegil Malaysia Berhad, the elec-

trical and marine engineering holding company, increased its pre-tax profits for last year by 11 per cent. to 3.07m Ringgits (US\$1.3m) and is increasing its dividend from 20 to 30 per cent. Wong Sulong writes from Kuala Lumpur. In addition, it is giving a one-for-five scrip issue which is made out from 1.24m Ringgits from its capital reserves and share premium account. The new scrip, however, will not be eligible for the dividend declared.

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**CITY OF EDINBURGH DISTRICT COUNCIL**

**ISSUE OF**

**£25,000,000 City of Edinburgh District Council Variable Rate Redeemable Stock 1983**

Authorized by the City of Edinburgh District Council and issued in accordance with the provisions of the Local Government (Scotland) Act 1975 and the Local Authorities (Stocks and Bonds) (Scotland) Regulations 1975.

**Price of issue £100 per cent.**

PAYABLE IN FULL ON APPLICATION

Interest (Class Interest) will be payable half yearly on 8th June and 8th December. A first payment of £3,125 (less income tax) per £250 Stock will be made on 8th December, 1978.

The Stock is an investment (within Part II of the First Schedule to the Taxation (Investments) Act 1980).

In accordance with a Resolution passed by the City of Edinburgh District Council on the 18th May, 1978, BANK OF SCOTLAND are authorized to receive applications for the above amount of Stock at the New Issue Department, P.O. Box 267, 28 Bishopscourt, London EC2P 2EH.

1. **SECURITY**—The Stock and the interest thereon will be secured upon the whole funds, rates and revenues of the Council and will rank pari passu with the existing and future debt of the Council.

2. **PROVISION FOR REPAYMENT OF PRINCIPAL**—The Council is required by Act of Parliament to make annual provision towards redemption of loans raised for capital expenditure.

3. **REDEMPTION OF STOCK**—The Stock will be redeemed at par on 8th June, 1983, unless previously cancelled by purchase in the open market or by agreement with the holder.

4. **REGISTRATION**—The Stock will be registered and transferable free of charge in multiples of one pound, by instrument in writing in accordance with the Stock Transfer Act 1982 at Bank of Scotland, 28 Bishopscourt, London EC2P 2EH. The Register will be kept at Bank of Scotland, 28 Bishopscourt, London EC2P 2EH. In respect of transfers lodged by hand before noon, Stock Certificates in the name of the transferee will be available for collection by 2 p.m. on the same day. Certificates in respect of transfers lodged by post will be sent by ordinary post at the risk of the Stockholder to the first named transferee holder at his/her registered address unless instructions to the contrary are given in writing.

5. **INTEREST**—Interest (less income tax) will be payable by half-yearly instalments on 8th June and 8th December ("Interest Payment Dates").

6. **THE RATE OF INTEREST**—The first payment of interest will be made on 8th December, 1978 at the rate of 6.50 per cent. (less income tax) on the £250 of the rate per annum determined by Bank of Scotland, acting as agent, to be equal to 1 per cent. per annum above the average (rounded upwards) in the interest 0.0001 per cent. of the rate per annum at which Bank of Scotland was advised by Barclays Bank Limited and Lloyds Associated Banking Company Limited, a wholly-owned subsidiary of Lloyds Bank Limited (the "Reference Banks") that sterling deposits in a marketable amount would be offered to them for a period of six months in the London inter-bank market at or about 10 a.m. on 8th June, 1978. The rate of interest payable ("Interest Rate") on each Interest Payment Date subsequent to 8th December, 1978 in respect of the immediately preceding half year ("Interest Period") will be the rate per annum determined by Bank of Scotland acting as agent, to be equal to 1 per cent. per annum above the average (rounded upwards) in the interest 0.0001 per cent. of the rate per annum at which Bank of Scotland was advised by each of the Reference Banks that sterling deposits in a marketable amount would be offered to them for a period of six months in the London inter-bank market at or about 10 a.m. on the business day immediately preceding the commencement of such Interest Period ("Rate Fixing Day"). If either of the Reference Banks shall fail on request to provide to Bank of Scotland any Rate Fixing Day, the Interest Rate shall be determined by reference to the rate advised by the other Reference Bank. If both Reference Banks shall so fail the Interest Rate shall be determined as being fair and reasonable by Bank of Scotland acting as agent. The Council will use its best endeavours to ensure that there will at all times be two Reference Banks. With the agreement of Bank of Scotland the Council may appoint in the City of London a subsidiary Reference Bank.

7. **CERTIFICATE**—A certificate of Bank of Scotland as to the Interest Rate payable in respect of any Interest Period shall be conclusive and binding on the Council and Stockholders. The rate determined by the Interest Rate for Interest Periods other than the first Interest Period shall be certified to the Council and to the Stock Exchange not later than 5 p.m. on the first business day of the relevant Interest Period by Bank of Scotland and the Council will cause such rate to be published in two leading daily newspapers not more than one business day later.

8. **PAYMENTS**—Payments of principal and interest will be made by warrants available for cashing in the City of London, which will be sent by post at the risk of the Stockholder. In the case of joint accounts the warrant will be forwarded to the person first named in the account unless instructions to the contrary are given in writing. Payments of principal will be made as and when required by the Council.

9. **STATISTICS**—Details in the City of Edinburgh District Council Population June, 1977 (Registrar General's estimate) ... 443,921  
Rateable Value (in April, 1978) (estimated) ... £174,500,000  
Product of a rate of 10/- in the April, 1978 (estimated) ... £1,745,0











## Currency, Money and Gold Markets

مركز الأصول

## Pound weaker

London: The pound staged a general decline in yesterday's foreign exchange market and although it was not as weak as it had been at a general level, several adverse factors helped to paint a rather gloomy picture. The failure of the authorities to keep money supply growth within target ranges and expectations that inflation may accelerate later this year tended to undermine confidence. There was also uncertainty surrounding the timing of a UK general election and downward revisions in forecasts of the trade balance for 1978. Consequently, the trade weighted index, which is calculated by the Bank of England, showed a fall in the morning to 61.1 from 61.2 on Friday. At noon it fell again to 60.9, a level not seen since July last year. However, the closing calculation showed a recovery to 61.1.

Trading during the morning was rather dull with both the US dollar and sterling showing a weaker tendency. The pound opened at \$1.8255-1.8265 and moved down to \$1.8185 during the morning. Early afternoon saw the dollar in demand and it was this more than any fresh selling of sterling that led the Bank of England to intervene in the market quite heavily both to halt the pound's decline and to arrest any further improvement in the dollar. Sterling ended the day at \$1.8200-1.8210, while the dollar's trade weighted average depreciation since the Washington Currency Agreement of December 1971, using Morgan Guaranty calculations at noon in New York, narrowed to 5.40 per

cent from 5.51 per cent on Friday. Forward sterling was also weak, with the three-month discount against the dollar widening to 1.50c from 1.30c, while the 12-month widened to 6.17c from 5.82c. The dollar improved against most currencies, and the Swiss franc showed a noticeable easier tendency with selling coming from both Zurich and New York. In terms of the dollar it closed at SwFr 1.932 against SwFr 1.8810. While the West German mark eased to DM 2.0342 from DM 2.0507 on Friday. Frankfurt: The dollar was fixed at DM 2.0508 in quiet trading with profit taking and commercial business responsible for a slight improvement by the U.S. currency. It improved to DM 2.0505 in terms of the D-mark, compared with DM 2.05 on Friday. Most other currencies also gained against the German unit, although the Swiss franc was slightly weaker, at DM 1.058 on Friday, compared with DM 1.0584 on Friday.

Brussels: The Danish krone rose to its intervention level of Bfr 5.808 against the Belgian franc at the official fixing, but the Belgian central bank did not intervene. Both currencies are part of the European currency "snake," and the Belgian franc has been weak against the Danish currency over the last week, although it is probable that the authorities only intervened on Friday to support the Belgian franc against the krone. The franc was slightly firmer against the D-mark when it was fixed at Bfr 13.601, compared with Bfr 13.643 on Friday. Tokyo: The dollar dropped sharply in nervous trading, closing at ¥219.75 against the yen down from ¥221.97 at the close on Friday. It opened at ¥221.20, but fell to a low of ¥220.10 in the morning, and to ¥219.75 in the afternoon. This was the first time since April 17, when the dollar fell to ¥218.85 in Tokyo, that the currency has fallen below the ¥220 level. Milan: The U.S. dollar fell for the sixth consecutive session against the lira and was fixed at L861.4, a drop of nearly two points while the dollar's trade weighted average depreciation since the Washington Currency Agreement of December 1971, using Morgan Guaranty calculations at noon in New York, narrowed to 5.40 per

## EXCHANGE CROSS-RATES

June 5	Pound Sterling	U.S. Dollar	Deutschmark	Japanese Yen	French Franc	Swiss Franc	Dutch Guilder	Italian Lira	Canadian Dollar	Belgian Franc
Pound Sterling	1.0000	1.8210	3.815	401.5	6.558	5.330	2.941	166.0	2.037	59.45
U.S. Dollar	0.549	1.0000	0.915	109.1	6.558	5.330	2.941	166.0	2.037	59.45
Deutschmark	0.262	0.477	1.0000	109.1	6.558	5.330	2.941	166.0	2.037	59.45
Japanese Yen	0.0025	0.0091	0.0091	1.0000	109.1	6.558	5.330	2.941	2.037	59.45
French Franc	0.153	0.153	0.153	0.153	1.0000	6.558	5.330	2.941	2.037	59.45
Swiss Franc	0.193	0.193	0.193	0.193	0.153	1.0000	5.330	2.941	2.037	59.45
Dutch Guilder	0.376	0.376	0.376	0.376	0.376	0.193	1.0000	2.941	2.037	59.45
Italian Lira	0.006	0.006	0.006	0.006	0.006	0.006	0.376	1.0000	2.037	59.45
Canadian Dollar	0.491	0.491	0.491	0.491	0.491	0.491	0.491	0.006	1.0000	59.45
Belgian Franc	0.054	0.054	0.054	0.054	0.054	0.054	0.054	0.054	0.054	1.0000

## EURO-CURRENCY INTEREST RATES

June 5	Sterling	Canadian Dollar	U.S. Dollar	Dutch Guilder	Swiss Franc	W. German Mark	French Franc	Italian Lira	Asian \$	Japanese Yen
Three months	10 1/2-11 1/2	7 1/2-8 1/2	7 1/2-8 1/2	4 1/2-5 1/2	4 1/2-5 1/2	4 1/2-5 1/2	4 1/2-5 1/2	4 1/2-5 1/2	7 1/2-8 1/2	10 1/2-11 1/2
Six months	11 1/2-12 1/2	8 1/2-9 1/2	8 1/2-9 1/2	5 1/2-6 1/2	5 1/2-6 1/2	5 1/2-6 1/2	5 1/2-6 1/2	5 1/2-6 1/2	8 1/2-9 1/2	11 1/2-12 1/2
One year	12 1/2-13 1/2	9 1/2-10 1/2	9 1/2-10 1/2	6 1/2-7 1/2	6 1/2-7 1/2	6 1/2-7 1/2	6 1/2-7 1/2	6 1/2-7 1/2	9 1/2-10 1/2	12 1/2-13 1/2

London: Three months Euro-dollar deposits, two years 8 1/2-9 1/2 per cent; four years 9 1/2-10 1/2 per cent; five years 10 1/2-11 1/2 per cent.

## INTERNATIONAL MONEY MARKET

## New York rates steady

Treasury bill rates were generally higher in early New York trading, with 13-week bills quoted at 8 1/2 per cent, bid, compared with 8 1/4 per cent on Friday. Longer-term maturities were also firmer, with 26-week bills at 7 1/2 per cent, compared with 7 1/4 per cent on Friday. The dollar's trade weighted average depreciation since the Washington Currency Agreement of December 1971, using Morgan Guaranty calculations at noon in New York, narrowed to 5.40 per cent from 5.51 per cent on Friday. Forward sterling was also weak, with the three-month discount against the dollar widening to 1.50c from 1.30c, while the 12-month widened to 6.17c from 5.82c. The dollar improved against most currencies, and the Swiss franc showed a noticeable easier tendency with selling coming from both Zurich and New York. In terms of the dollar it closed at SwFr 1.932 against SwFr 1.8810. While the West German mark eased to DM 2.0342 from DM 2.0507 on Friday. Frankfurt: The dollar was fixed at DM 2.0508 in quiet trading with profit taking and commercial business responsible for a slight improvement by the U.S. currency. It improved to DM 2.0505 in terms of the D-mark, compared with DM 2.05 on Friday. Most other currencies also gained against the German unit, although the Swiss franc was slightly weaker, at DM 1.058 on Friday, compared with DM 1.0584 on Friday. Tokyo: The dollar dropped sharply in nervous trading, closing at ¥219.75 against the yen down from ¥221.97 at the close on Friday. It opened at ¥221.20, but fell to a low of ¥220.10 in the morning, and to ¥219.75 in the afternoon. This was the first time since April 17, when the dollar fell to ¥218.85 in Tokyo, that the currency has fallen below the ¥220 level. Milan: The U.S. dollar fell for the sixth consecutive session against the lira and was fixed at L861.4, a drop of nearly two points while the dollar's trade weighted average depreciation since the Washington Currency Agreement of December 1971, using Morgan Guaranty calculations at noon in New York, narrowed to 5.40 per

## UK MONEY MARKET

## Small assistance

Bank of England: Minimum lending rate 8 per cent (since May 12, 1978). Day to day credit was in short supply in the London money market yesterday, and the authorities gave assistance by buying a small amount of Treasury bills and small number of local authority bills at discount from the discount houses. The total help given was estimated at £1.5 billion. The authorities also announced that they would be buying a small amount of Treasury bills and small number of local authority bills at discount from the discount houses. The total help given was estimated at £1.5 billion. The authorities also announced that they would be buying a small amount of Treasury bills and small number of local authority bills at discount from the discount houses. The total help given was estimated at £1.5 billion.

## LONDON MONEY RATES

June 5	Sterling	U.S. Dollar	Deutschmark	Japanese Yen	French Franc	Swiss Franc	Dutch Guilder	Italian Lira	Canadian Dollar	Belgian Franc
Pound Sterling	1.0000	1.8210	3.815	401.5	6.558	5.330	2.941	166.0	2.037	59.45
U.S. Dollar	0.549	1.0000	0.915	109.1	6.558	5.330	2.941	166.0	2.037	59.45
Deutschmark	0.262	0.477	1.0000	109.1	6.558	5.330	2.941	166.0	2.037	59.45
Japanese Yen	0.0025	0.0091	0.0091	1.0000	109.1	6.558	5.330	2.941	2.037	59.45
French Franc	0.153	0.153	0.153	0.153	1.0000	6.558	5.330	2.941	2.037	59.45
Swiss Franc	0.193	0.193	0.193	0.193	0.153	1.0000	5.330	2.941	2.037	59.45
Dutch Guilder	0.376	0.376	0.376	0.376	0.376	0.193	1.0000	2.941	2.037	59.45
Italian Lira	0.006	0.006	0.006	0.006	0.006	0.006	0.376	1.0000	2.037	59.45
Canadian Dollar	0.491	0.491	0.491	0.491	0.491	0.491	0.491	0.006	1.0000	59.45
Belgian Franc	0.054	0.054	0.054	0.054	0.054	0.054	0.054	0.054	0.054	1.0000

Local authorities and finance houses gave day's notice, others seven days' fixed. Long-term local authority mortgage rate 12 1/2-13 1/2 per cent. Treasury bill rates: 13-week 8 1/2 per cent, 26-week 7 1/2 per cent, 52-week 7 1/4 per cent. Discount rates: 13-week 8 1/2 per cent, 26-week 7 1/2 per cent, 52-week 7 1/4 per cent. Bank of England: Minimum lending rate 8 per cent (since May 12, 1978). Day to day credit was in short supply in the London money market yesterday, and the authorities gave assistance by buying a small amount of Treasury bills and small number of local authority bills at discount from the discount houses. The total help given was estimated at £1.5 billion. The authorities also announced that they would be buying a small amount of Treasury bills and small number of local authority bills at discount from the discount houses. The total help given was estimated at £1.5 billion.

## GOLD

## Market quiet

Gold lost 42 1/2 an ounce to close at \$182.183 in the London bullion market yesterday. After opening at the same level, the metal was bought and sold at a steady pace, with the price rising to \$182.55 and improved slightly to \$183.05 at the afternoon fix. It

## GOLD MARKET

	June 5	June 2
Gold Bullion (in ounce)	182.183	183.05
Gold Bullion (in ounce)	182.183	183.05
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was after this however, that a general improvement in the U.S. dollar prompted an easier tendency. Trading was only on a moderate scale and the best level seen was around 11.30 a.m. when the initial easier tendency prompted some demand which saw gold up to \$182.183.

## MONEY RATES

NEW YORK		
Prime Rate	8.5	
1-Month	7.5	
3-Month	6.5	
6-Month	7.1	
12-Month		
GERMANY		
Prime Rate	8	
1-Month	3.5	
3-Month	3.4	
6-Month	3.4	
12-Month	3.7	
FRANCE		
Prime Rate	9.5	
1-Month	7.0	

That part of the French community in Africa formerly part of French West Africa or French Equatorial Africa. The JMWU has reported the C.A. rate. The exchange was weak at a rate of CFA F 25 to one unit of the new currency.

## Rights Offering

Notice to shareholders of Canadian Imperial Bank of Commerce

## CANADIAN IMPERIAL BANK OF COMMERCE

## Offering of 4,355,000 Additional Shares

## Subscription Price: \$24.00 per Share

Canadian Imperial Bank of Commerce has offered to shareholders of record at the close of business on May 12, 1978 the right to subscribe for additional shares of the capital stock of the Bank on the basis of one additional share for each eight shares held. The rights expire at the close of business on June 19, 1978.

## Recommendation

The firms listed below have recommended the purchase of shares of Canadian Imperial Bank of Commerce through the exercise of the rights in light of the strong earnings performance over the past many years, the growth in earnings per share in the first quarter of fiscal 1978 and the anticipation of future growth for the Bank both in Canada and abroad.

## Dominion Securities Limited

Richardson Securities of Canada	Wood Gundy Limited	A. E. Ames & Co. Limited
Pittfield Mackay Ross Limited	Greenshields Incorporated	Burns Fry Limited
McLeod Young Weir Limited	Merrill Lynch, Royal Securities Limited	Nesbitt Thomson Securities Limited
Walwyn Stodgell Cochran Murray Limited	Midland Doherty Limited	Beil, Gouinlock & Company, Limited
Levesque, Beaubien Inc.	Meat & Co. Limited	Oilum Brown & T. B. Read Ltd.
Pemberton Securities Limited	Davidson Partners Limited	McLean, McCarthy & Company Limited
R. A. Daly & Company Limited	John Graham & Company Limited	Equitable Securities Limited
Casgrain & Compagnie Limited	F. H. Deacon, Hodgson Inc.	Burgess Graham Securities Limited
A. E. Osler, Wills, Bickie Limited	Houston Willoughby Limited	Scotia Bond Company Limited
René T. Leclerc Incorporated	Molson, Rousseau & Co. Limited	Brault, Guy, O'Brien Inc.
Bache Halsey Stuart Canada Ltd.	Kernaghan & Company Limited	Canavest House Limited
Research Securities of Canada Ltd.	Andras, Bartlett, Cayley Ltd.	Brawley Cathers Limited
Geoffrion, Robert & Gélinas Ltd.	Grenier, Ruel & Cie Inc.	MacDougall, MacDougall & MacTier Ltd.
Moss, Lawson & Co. Limited	Yorkton Securities Inc.	Tassé & Associés Limitée

## The firms listed above constitute a Sponsoring Dealer Group which has formed a Facilitating Dealer Group, including all member firms of the Investment Dealers Association of Canada and the Montreal, Toronto, Winnipeg, Alberta, Vancouver and London, England Stock Exchanges, for the purpose of facilitating the exercise of rights. These groups will be compensated in respect of the shares issued by Canadian Imperial Bank of Commerce resulting from the exercise of rights.

## For full particulars reference should be made to the formal offer from the Bank to its shareholders dated May 16, 1978. In addition an Information Circular has been prepared by Dominion Securities Limited which describes the offering and comments on the current position of the Bank.

## This information is given by Dominion Securities Limited on behalf of Canadian Imperial Bank of Commerce.

## World Value of the Pound

## The table below gives the value of foreign currencies to the sterling area other than those which are listed.

## Exchange in the UK and most of the countries listed is officially controlled and the rates shown are the average of the rates for buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from these which are listed.

## Abbreviations: (S) member of the sterling area; (N) non-member of the sterling area; (F) free rate; (T) tourist rate; (N.C.) non-commercial rate; (N.A.) not available; (A) approximate rate no direct quotation available; (S) selling rate; (B) buying rate; (D.M.) nominal; (C) exchange certificate rate.

## Place and Local Unit

## Value of £ Sterling

## Place and Local Unit

## Value of £ Sterling

## Place and Local Unit

## Value of £ Sterling

## Place and Local Unit

## Value of £ Sterling

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## Value of £ Sterling







[illegible][illegible]







INDUSTRIALS—Continued

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

INSURANCE

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

PROPERTY—Continued

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

INV. TRUSTS—Continued

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

FINANCE, LAND—Continued

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

**NOMURA**  
The Nomura Securities Co., Ltd.  
NOMURA EUROPE N.V. LONDON OFFICE:  
Barclays Bank House, 125, Old Broad Street, London EC2A 3DU  
Tel: 01-606 3411

MINES—Continued

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

AUSTRALIAN

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

TINS

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

COPPER

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

MISCELLANEOUS

Stock	Price	% Chg	Div	Yield	Vol	High	Low	Open	Close
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00
Admiral	10.00	0.00	0.00	0.00	100	10.00	10.00	10.00	10.00

NOTES

Notes are issued by the company and are not subject to the same regulations as shares. They are usually issued at a discount to the nominal value and are redeemable at the nominal value at a future date. The interest rate is usually fixed and is payable at regular intervals. Notes are often used as a means of raising capital for the company and are a common feature of the company's financial structure.

Recent Issues and Rights Page 40

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REGIONAL MARKETS

wing is a selection of London quoted securities listed only in regional markets. The vast majority of which are not officially listed in the London Stock Exchange.									
Adm 20p	13								Small Share Index
Adm 10p	22								Small Share Index
Adm 5p	258	-2							Small Share Index
Adm 2p	23								Small Share Index
Adm 1p	420								Small Share Index
Adm 5p	37								Small Share Index
Adm 2p	62								Small Share Index
Adm 1p	50								Small Share Index
Adm 5p	23	-1							Small Share Index
Adm 2p	150								Small Share Index
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# FINANCIAL TIMES

Tuesday June 6 1978

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## U.S. shipping policy hits trade relations

BY LYNTON McLAINE

DIFFERENCES over shipping policy have caused a deterioration in trade relations between the U.S. and 13 Western nations, including Britain and Japan, after the failure of talks in Washington last week.

The talks, organised by the inter-governmental consultative Shipping Group chaired by Mr. Gerald Lanchin, under Secretary, shipping policy division, Department of Trade, said in London on his return from Washington that the anti-rebating Bill before Congress could seriously harm the sovereignty of Western shipping nations.

Rebating of freight rates is practised by some members of Western shipping line conferences which share cargoes and pool revenue. It is not illegal in Europe but would become so on all shipping using

U.S. ports if the proposed Bill becomes law.

Members of the Consultative Shipping Group wanted the anti-rebating Bill suspended pending the outcome of a review by President Carter of U.S. shipping policy.

U.S. Government officials refused to delay the Bill and it is likely to become law by November. The policy review will not be completed for at least six months.

The group also presented the U.S. authorities with a list of complaints about the spread of unilateral U.S. jurisdiction beyond its territory.

This included references to U.S. policy on closed liner conferences and shippers' councils, both of which are not permitted among U.S. shippers.

Mr. Lanchin said yesterday that relations between the U.S. and the 13 shipping group member states were "more unsatisfactory now than they have ever been."

The meeting in Washington was not expected to produce a definitive response but the delegation had hoped to "tie the

U.S. down to firm discussions to this end."

Members of the shipping group had also hoped that an interim period could be agreed with the U.S. during which no action would be taken to aggravate the difficulties facing the 13 shipping nations.

While agreeing to continue the dialogue, the U.S. would not make a commitment to work towards a mutual solution. The U.S. wanted to keep every option open, including taking unilateral action, Mr. Lanchin said.

A further meeting may be held before Christmas.

Disagreements between the U.S. Federal Maritime Commission and the U.S. Department of Transport, with the latter more in favour of a lenient stand towards the interests of Europe, stopped the U.S. presenting a consistent case to the delegates.

The U.S. now has no coherent shipping policy, Mr. Lanchin claimed.

Retaliation by European and Japanese shipping interests is a possibility and the U.S. State Department is known to be worried about the implications for U.S. foreign policy if the anti-rebating Bill goes through.

## Fulmar Field go-ahead for Shell and Esso

BY KEVIN DONE

SHELL AND ESSO have been given approval by the Government for their £500m plan to exploit the North Sea Fulmar Field.

But for the first time a major field approval is limited to the end of 1985 in line with the Department of Energy's new policy of allowing field developments to go ahead only on a staged basis.

The companies participating in the development also

The order for the smaller structure should be announced later this week and is expected to go to the recently revamped Redpath De Groot Caledonian at its Mettall yard in Fife.

The order for the larger platform, also expected to go to a UK yard, should be placed later in the summer, Shell said yesterday.

The Fulmar Field lies across two blocks—30/18 and 30/113—about 200 miles east of Dundee. It is a small to medium-sized discovery with recoverable reserves of oil estimated at about 70m tonnes.

The platforms are scheduled for installation in 1980 and the field is planned to begin production in 1981. The addition of the smaller second platform should ensure a high initial output of about 100,000 barrels a day.

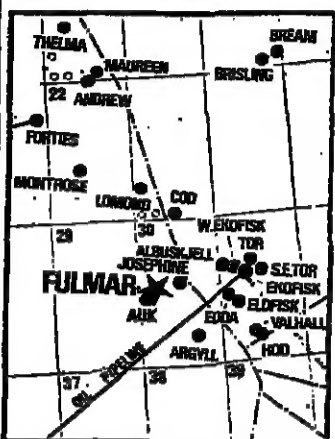
Production will rise to a peak of about 150,000 barrels a day (8m tonnes a year) and will provide about 5 per cent of Britain's present daily oil consumption.

The field is one of a number of medium-sized discoveries, which should enter production in early 1980s with planned development such as the Magnus, North Cormorant and Beatrice Fields, it should help guarantee the UK self-sufficiency in oil through to the 1990s.

The oil will be produced through an offshore loading system and stored in a large super tanker (VLCC) moored permanently at the field. It will be brought ashore by a shuttle of three smaller 70,000-tonne tankers.

The Shell/Esso development plan calls for the construction of two steel platforms, one large structure and a smaller jacket which will incorporate four satellite wells. The two platforms will be joined by a 100-foot steel bridge.

The platform will provide an important boost for the UK's steel platform industry, which has been running short of work.



include Amoco, Mobil, Amerasia, Texas Eastern and the British Gas Corporation.

The companies have been given a special consent which guarantees their right to produce from the field until 1990. But the Government is insisting on its right to review the development programme after the initial build-up of production.

It is particularly keen to be able to monitor companies' North Sea operations in the later stages of a development to ensure the maximum economic recovery of oil from a field.

The Shell/Esso development plan calls for the construction of two steel platforms, one large structure and a smaller jacket which will incorporate four satellite wells. The two platforms will be joined by a 100-foot steel bridge.

The platform will provide an important boost for the UK's steel platform industry, which has been running short of work.

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## Most pay deals within guidelines, says CBI

BY KENNETH GOODING, INDUSTRIAL CORRESPONDENT

ABOUT 9,800 people have accepted Phase Three pay deals which will add less than 10 per cent to employment costs, the trend.

The CBI wants more flexibility in pay policy after Phase Three ends on July 31, although it stresses that moderation is essential.

So far, it has not given any particular percentage increase it would like to see during the next stage of the pay policy.

It believes any "minimum" figure tends to become the norm. However, the CBI will demand an end to government-imposed sanctions on companies in breach of a "voluntary" pay policy.

For the long-term, the CBI will return to its theme that a basic reform of pay determination is needed and that, as a start, it might be a good idea for a Select Committee of Parliament to be set up to look at the subject.

There have been unofficial indications that neither the Prime Minister, civil servants nor the unions would be in favour of this approach.

This leaves only 1 per cent of settlements wildly outside the guidelines. Neither the CBI nor

priced imports from third nations. When the Council of Ministers meets tomorrow, member governments will ask Viscount Davignon on behalf of the beleaguered steel industries to take further action to stabilise steel prices in Europe and to stamp out underselling by some producers.

Some countries, including Britain, will ask specifically for action against Bresciani, the small steelmakers of Northern Italy.

The unstable relationship between prices and production in the European steel market will also be raised at a meeting on Wednesday of the consultative committee of the European Coal and Steel Community in Luxembourg.

The steel companies in Britain are in the Continental member nations of the EEC are in broad agreement that the Davignon Plan, which has helped restore a measure of stability into European steel trading in the last six months, is in danger of being misdirected.

Steelmakers are saying that the Brussels officials are anxious to achieve results by holding down the tonnage of steel made in the Community.

In the opinion of the steelmakers Brussels should be acting much more firmly against price-cutting by some EEC

producers, and against low-cost steel imports which are still finding their way into the European market.

The independent British steelmakers have been suffering particularly in recent months from imports of cheap Italian steel which have been diverted into the British market because the Bresciani have found other markets in France and West Germany closed.

One British steel manager said that in his opinion the EEC was as far as ever from finding a solution to the Bresciani pressures on the British market.

The first signs of stronger Community action against companies in the Davignon pricing rules came as recently as last week. The Community fined four Italian steelmakers and the French group USINOR for infringements of minimum pricing rules.

In the opinion of other EEC steelmakers the action was too little and too late to rectify the disorder in the steel market.

Steelmakers are also pressing Brussels to insist on more vigilance by the customs and excise officials of the Nine to report on, and take action against, consignments of steel being sold in Europe by third nations at prices below the Davignon minima.

THE LEX COLUMN

## A troubled year at Metal Box

Index fell 1.0 to 474.5



—and it is still trailing Tenneco's mooted offer at 157p. And Albright is on record with the view that its profits will be little changed this year.

However, Tenneco does not want to look like a heavily multinational predator and seems anxious to keep talking on a friendly basis. If it proves impossible to agree terms, its best bet may be to come out with a formal offer at 165p and leave Albright to make its case.

Tough tactics, such as a market raid, may only be the last resort.

But it is longer term developments that catch the eye. The ending of the 50-year-old agreement with Continental Can will allow MB gradually to extend from lower quality foreign markets (South Africa, Nigeria, Italy, etc.) to higher grade territories of which the first is California. There could also, however, be a move by Continental into the UK. Elsewhere, the group says it is happy with its central heating business, but is looking for further diversification in other sectors to the tune of £100m. That is quite big talking for a group capitalised at under £200m, and could imply a degree of pessimism about longer term profit prospects in the packaging industry.

**Albright & Wilson**  
Albright & Wilson says that Tenneco's proposed cash offer of 165p per share is way below anything that it could be persuaded to support—but the odds are still stacked in Tenneco's favour. It already holds 49.8 per cent of the equity, plus conversion rights to another 0.7 per cent. Albright's market price before the approach was just 123p—which was close to its previous peaks

had to devote much effort to

resisting the old IRS ruling. And though Reckitt and Colman was granted an exemption by the IRS one of the conditions for this was that the parent company could not guarantee a U.S. subsidiary's borrowings.

While UK companies affected have been channelling their demands for a change in the U.S. requirement through the English Institute of Chartered Accountants, it looks as though a more recent initiative by a group of about a dozen of Switzerland's largest multinationals may have been the critical factor. They employed firms of U.S. accountants and lawyers to put their case that, as multinationals, it would be unfair to expect them to observe U.S. tax rules in their own home countries. The IRS ruling that foreign groups with at least 30 per cent of their operating assets outside their home country can do what they like in their consolidated accounts suggests that the Swiss were very persuasive.

**Edinburgh's floater**  
Edinburgh's rather surprising decision to launch a £25m five-year issue on the floating rate corporation stock market will give local authority treasurers something to talk about when they meet for their annual breakfast in Edinburgh next week.

Although it is considerably cheaper in terms of fees to raise a syndicated medium-term bank loan, Edinburgh reckons that on balance it is not losing out since, unlike three months ago, it would now have had to concede a slightly higher margin than the standard 1 of a percentage point on stock issues.

Even so the syndicated loan still looks a far more flexible instrument. There is no need to queue up at the Bank of England, the local authority can choose its own down dates and decide to pay the loan ahead of schedule if it so chooses. More important, an authority can push out its maturity pattern beyond five years by raising a bank loan.

The problem with floating rate corporation issues is the none have been done for periods of over five years, because dealing commissions for longer stock issues could make its debut in July but something will probably have to be done about commission structure if dealings are not to short-circuit the stock market.

**LIFO/FIFO Switch**  
British companies with U.S. subsidiaries will no longer have to value U.S. inventories in their consolidated accounts on the highly conservative last-in, first-out (LIFO) basis following a change of policy within the American Internal Revenue Service. As a result, companies such as BOC International, Stone-Platt Industries and Tootal need not face qualified audit reports for failing to comply with UK stock valuation rules. They can simply use LIFO, if they wish, in their U.S. subsidiary accounts and adjust to the British first-in-first-out (FIFO) system for consolidation without any loss of U.S. tax advantages. The changeover should not have any dramatic impact on companies' reported profits provided opening stock values are also adjusted.

The IRS climb-down will be welcomed by more than the handful of companies which have to suffer audit qualifications. BAT Industries, where the accounts for more than one-third of operating profits, has had to devote much effort to

## Energy Agency seeks greater effort to limit oil imports

BY DAVID FISHLICK, SCIENCE EDITOR

THE 19 nations of the International Energy Agency will fail to meet their own target of limiting oil imports to a total of 26m barrels a day in 1985 unless several nations—the U.S. most conspicuously—greatly increase their efforts.

This is the conclusion of a report from the agency's director of energy research, development and technology application.

The report to be published next month, warns that, although the target of 26m barrels could still be reached, it will not be possible with the present level of effort.

Too many national energy programmes still lacked political and legislative support, as well as the support of the public. The report singles out the U.S. as an example of a country which had not only failed to enact its energy saving legislation but whose efforts could do most to help the agency meet its target.

Other factors seen as important are greater efforts at energy conservation—all nations could do more here—the replacement of oil for electricity generation, the increased use of steam coal and natural gas, and no further slippage in nuclear programmes.

Without considerable nuclear power, however, the target is seen as unattainable by any means.

Present estimates—based on 1976 figures and 1977 energy policy data—suggest that the 19 nations will collectively overshoot their target by 3.2m barrels a day in 1985. The study warns, however, that even this estimate could be 10 to 15 per cent too low.

The agency's member-nations will be called to account for their contribution towards the target figure in another year's study. Net oil import projections for 1985 have increased in comparison with the last (1976) review in the case of several countries, including the U.S. and Italy.

The first of five areas in order of importance, in which the

agency believes that its member-nations may have over-estimated their capacity for reducing oil demand is energy conservation, where some have still not adopted all the measures they had planned.

The second area is nuclear power, where almost one-fifth of the stations planned for 1985 have not yet been committed.

The third area is oil production, where leasing and pricing policies in some countries may adversely affect projected levels of output.

The fourth area is gas imports, where the agency finds that balances submitted are not always supported by firm contracts. And the fifth area is coal, where a (comparatively small) fraction could be at risk, and where some countries are delaying investment in the necessary infrastructure.

The report says that Britain has submitted ranges rather than specific estimates for oil and gas production "and only the lower end of the range might be achieved."

Commenting on the latest figures, an editorial in *Municipal Review*, the journal of the Association of Metropolitan Authorities which represents local councils in the big English cities, says that local authorities deserve a pat on the back for managing to get so close to the Government's targets.

But, while Ministers are not expected to take punitive action against spendthrift local councils, the figures have not been received with complete unconcern.

There is concern too about the possibility of at least part of the extra provisions against inflation seeping into actual expenditure if the provisions are not required.

for rate support grant purposes of just over £12.5bn.

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## Council revenue plans run £500m ahead of target

FINANCIAL TIMES REPORTER

THE FIRST comprehensive return of local authority budgets for 1978-79 shows that local councils in England and Wales have provided about £500m more on revenue account than the Government allowed for when this year's rate support grant was set last November.

This is equivalent to an overrun of about 4 per cent. But local authority leaders do not expect ministers to call for compensatory spending cuts as in the past two years.

This is because part of the excess budgeting reflects extra provisions for cost inflation or increased revenue financing of capital spending, the most pervasive overshoot in volume terms in revenue expenditure proper is relatively small—only about 12 per cent.

They say that it could in any

case fall to materialise if delays and other forms of "slippage" again cause local authority revenue spending to undershoot, rather than overshoot, as happened last year.

An analysis of the figures, which are compiled annually by the Department of the Environment and the Chartered Institute of Public Finance and Accountancy, shows that about £200m of the £500m excess budgeting is attributable to local councils' caution about inflation.

A further £100m arises from a greater revenue contribution to capital spending than Whitehall had assumed for the rate support grant settlement.

This leaves a prospective overshoot in volume terms of about £200m on total spending

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